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Report 10392A
July 1994

**GENCORP
AEROJET**

**Earth Observing System (EOS)
Advanced Microwave Sounding
Unit-A (AMSU-A)
Schedule Plan**

**Contract No. NAS5-32314
CDRL: 004**

Submitted to:

**National Aeronautics and Space Administration
Goddard Space Flight Center
Greenbelt, Maryland 20771**

Submitted by:

**Aerojet
1100 W. Hollyvale Street
Azusa, California 91702**

Aerojet

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(NASA-CR-194856) EARTH OBSERVING
SYSTEM (EOS) ADVANCED MICROWAVE
SOUNDING UNIT-A (AMSU-A) SCHEDULE
PLAN Final Report (Aerojet-General
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Section 1
INTRODUCTION

This report, submitted under Contract NAS5-32314, Contract Data Requirements List (CDRL) item 004, consists of the following elements:

- a. A description of the EOS/AMSU-A schedule plan
- b. A copy of the formal operating procedures used internally for the preparation and maintenance of Master, Intermediate, and Detail schedules, included as Appendix A
- c. A Critical Path analysis (end-item float report)
- d. A Program Master Schedule, included as Appendix B
- e. A Design Phase Schedule, included as Appendix C
- f. An Intermediate Level Production Phase Schedule, included as Appendix D
- g. A 90-day Window Schedule, included as Appendix E, and
- h. A Total Program Logic Network Diagram, included as Appendix F

Section 2

SCHEDULE PLAN

2.1 SCHEDULE SYSTEM DESCRIPTION - HARDWARE

At Aerojet the Artemis scheduling system software runs on an IBM Model 3090 mainframe computer in the multi-variable system/time-sharing option (MVS/TSO) operating system environment. Individual IBM compatible personal computers (PC) with Intel® 386 microprocessors are remotely located in each Program Scheduler's office. These PC are connected to the mainframe with terminal emulation software, of which Aerojet is using a number of different packages. Currently the most widely used program is called 3270, but it will soon be replaced by a Microsoft Windows compatible program called "RUMBA". This new program has proved to be much more flexible with operations, such as file transfer from mainframe to PC, and PC environment workstation control. Graphic plot files can be transferred down to a PC using either RUMBA or 3270, and then plotted on an output device using Artemis DOS-based PC software called "AR-PLOT". Output peripherals available include: individual HP LaserJet Series II and III printers for each Program Scheduler, local Printronix Hi-Speed Line Printers accessible through the mainframe, a Calcomp Electrostatic Color 36 Plotter accessible through the mainframe, and an HP 7596 Draftmaster Rollfeed 36 Plotter accessible through a designated PC. The LaserJet printers are generally used to plot bar charts (Gantt charts), and numerous forms of axis-based statistical graphs; e.g., histograms, XY graphs, pie charts, profiles, etc. The larger Calcomp and HP Draftmaster plotters are generally used to plot out large network logic diagrams (PERT charts) that require a linear or variable time scale.

2.2 SCHEDULE SYSTEM DESCRIPTION - SOFTWARE

Artemis Planning 9000, version 9.4.1, is a powerful, easy-to-use and adaptable project management software system for IBM mainframes.

2.2.1 Fundamental Capabilities of Artemis Planning 9000

Planning 9000 provides full critical path method (CPM) functions for project planning. Up to 256,000 activities, constraints, and resources may be included in a project network with a total system maximum of 999 projects. Multiple networks can be linked for analysis and resource scheduling. A number of resource requirements can be assigned to an activity, allowing the build up of simple or complex resource profiles. Resources can either be recurring or consumable and can be

entered as teams rather than individual resources. Resource scheduling can be time- or resource-limited.

- a. Multiple calendars can be defined by the user to accommodate any combination of working patterns; e.g., periods of work, rest, public holidays and vacations.
- b. Handles single or multiple projects in a hierarchy of up to 14 levels of planning.
- c. Two or more projects can be combined into one overall multi-project.
- d. Menu-driven, PC-style user interface for ease of learning, with on-line help facilities and full use of function keys.
- e. Three different data input modes:
 - 1. Standard data entry screens that allow users to add or modify network activities, constraints, resource requirements, items, and activity progress.
 - 2. The Network Editor allows a project network to be entered or modified in a simple format where activities are added together with the logic constraints that connect them and resource requirements can also be added.
 - 3. The Table Editor is a full screen editor that presents selected project data in a spreadsheet or tabular form for entry or updating. When the Table Editor menu option is chosen, the user is prompted for the type of data to be edited, and can select which specific data items or fields are to be displayed.
- f. What if ...? simulation capabilities for single or multi-projects.

- g. Within a particular line of business, projects often consist of repetitive, similar components or sub-assemblies. For these cases Planning 9000 allows model projects to be stored, in which the WBS elements, activities, logic, and (optionally) resources are pre-defined. Creating a new project is then a matter of filling in the details specific to the new situation.
- h. Activities can be broken down into a number of work items. These can represent tasks or individual items associated with the activity, such as technical drawings or materials. Target dates can be set from items to activities and required dates or vice versa. Physical progress can be recorded at work-item level and rolled up to activity level using weighting factors.
- i. More than 100 reports are available to present project status, history, and forecasts in tabular or graphical form.
- j. Planning 9000 is written in the ARTEMIS language. It can be customized and expanded using the well documented and structured ARTEMIS source code to meet the exact and unique project control requirements of any program.

2.2.2 Additional Capabilities of Artemis 9000

Another capability available in the ARTEMIS 9000 Network Scheduling System is the probabilistic time analysis of a network schedule (PAN) using a random number generator and the Monte Carlo statistical simulation method. PAN is an excellent tool available to management for use in program schedule risk assessment. The purpose of PAN is to take into account the inherent uncertainty of the durations of individual activities within a network when assessing the timescale of a program. This enables the user to evaluate such critical factors as the likely spread of end dates or the probability of achieving targets. PAN can be used in any network where the exact duration of some or all activities is unknown but where it is possible to say that the duration of each activity is likely to fall within a certain range. Normal ARTEMIS time analysis does not cope with this situation as it uses a single fixed value for each duration. It is therefore impossible to discover the effect on the whole network of the individual variabilities using only normal (deterministic) time analysis. PAN performs a probabilistic time analysis of a network, taking into account the variability of individual activity durations as well as all the factors accounted for in normal ARTEMIS time analysis. If each of a number of activities can vary in duration, then the number of different

combinations of durations forming the network can become very large and each will have a different probability of occurring.

Time analyzing each combination separately would be an enormous task. The Monte Carlo method is a statistical method for generating durations that represent this very large number of combinations and their individual probabilities. This is known as simulation. Probabilistic time analysis involves performing a large number of time analyses on the same network using a different set of durations for the activities each time. The durations are generated by PAN, using a random number generator, according to parameters specified by the user for each activity. The parameters provided by the user are an optimistic (minimum), most likely and a pessimistic (maximum) duration for each key activity in the network. By performing a large number of time analyses in this way, a model of the network with variable durations is built up which statistically represents the variation of the original parameters. This model can then provide information on the likely effects on the whole network or on individual critical activities. Key reports can be generated which show a Gaussian (bell-shaped) distribution of delivery dates with the probabilities of achieving each of these dates in the distribution.

2.2.3 ARTEMIS "PRESENTS"

Artemis Presents is a PC Windows-based graphics integrator and editor used to combine and integrate text and graphics with any size plot file to enhance schedules, slides, and overhead transparencies. This program accepts input from any application producing Hewlett-Packard Graphics Language (HPGL or HPGL/2) or ASCII plot files. Using Presents we can combine HPGL or ASCII plot files with text files and add our own graphic elements and text to create custom presentations. At Aerojet, ARTEMIS Planning 9000 Gantt charts are created on the IBM mainframe and converted to ASCII files before being downloaded to the Presents program on a local PC.

2.2.4 SCHEDULE SYSTEM PMS COMPLIANCE

The Artemis Planning 9000 scheduling system at Aerojet complies with our internal PMS system in the following ways.

- a. Identifies major tasked work required to accomplish program objectives in accordance with the CWBS (including major contract end items of hardware and software deliveries).

- b. Identifies all work tasks and milestones with precise start and stop calendar dates.
- c. Identifies incoming and outgoing interfaces to each activity (work task). This is accomplished through the standard procedure of building logical dependencies between activities in a precedence network (PERT network).
- d. Establishes baseline (original planned) schedule dates for all activities (tasks).
- e. Provides current status and forecasts completion dates for scheduled work in comparison to the baseline planned schedule.
- f. Updates and takes the status of the program network schedule at least once a month. Currently the network is being updated twice a month. This will increase to weekly after production starts.

2.2.4.1 Baseline Schedules

Performance measurement baseline schedule dates are established at program inception during the original program planning stages. These dates can only be revised to incorporate: changes in contract scope of work; formal reprogramming changes approved by the procuring agency; and internal replanning approved by the Program Manager. In the ARTEMIS network scheduling system the original plan is built into a network schedule using logical dependencies between activities (tasks and milestones). This network is then analyzed and the computer generates the original planned dates. In ARTEMIS these dates are called the Early Start and Early Finish schedule dates. At this point the Program Scheduler sets the computer-generated Early Start and Early Finish dates equal to the baseline dates with an internal Artemis software command. The baseline dates in Artemis are termed Original Early Start (compares to Early Start) and Original Early Finish (compares to Early Finish). As the network is updated over time, the computer-generated Early Start and Early Finish dates can change. These changes will represent the LRE (latest revised estimate) dates for each activity. However, the baseline dates Original Early Start and Original Early Finish dates will not change. The baseline dates can only be changed manually by the Program Scheduler using an ARTEMIS software command.

2.2.5 Managing Projects with Planning 9000

Planning 9000 is a tool that will be used to plan and control projects effectively. It will be used to:

- a. Schedule and manage projects with several thousand activities
- b. Define how activities relate to one another
- c. Identify the critical paths of projects
- d. Provide schedule control and analysis
- e. Perform "*what-if..?*" simulations
- f. Define special codes to organize project information in desired ways
- g. Create customized project reports that suit project needs

2.2.5.1 Project Management Concepts

A project is a collection of interrelated work elements or activities that must be completed to achieve specific program goals. Project management includes planning, scheduling, tracking, controlling, analyzing, and evaluating these activities to successfully accomplish each goal.

Each work activity takes a certain amount of time to complete. Some activities may proceed simultaneously, while others cannot start until previous activities are completed. The order of activities is defined by placing logic constraints between them. The constraints define how activities relate to each other.

2.2.5.2 Phases of Project Management

There are two major phases in managing projects with Planning 9000: planning and controlling.

During the project planning phase, Planning 9000 is used to build a plan for each project. The plan describes the activities, constraints, and project items that can be anticipated to be involved in the project. It also includes putting together how the project is structured for both the work that needs to be done and the organization responsible for the work.

The objectives and, in turn, the scope of each project are broken down into more manageable pieces of work, especially for larger projects such as EOS/AMSU-A. This breakdown provides a framework for both planning and controlling.

After entering the project data, various calculations can be performed to determine a schedule for the project. These can be adjusted, changing the details of activities or project items, until the plan reflects the most accurate expectations of the actual project. This effort will continue in greater detail once the project begins.

Once work begins on a project, Planning 9000 can be used to control the project; that is, to track actual progress and compare it to the original plan. By tracking the dates on which activities actually start and finish, an accurate record can be kept of the project's progress. Similarly, tracking through the various levels of the work breakdown structure (WBS) can be accomplished. Based on progress and new information about work yet to be done, one can more easily anticipate how the program will proceed to successful completion.

2.2.5.2.1 Planning The Project - The critical path is the most widely used technique for planning the activities of a project. It uses a network diagram to show all the activities and how they depend on each other. The method supported by Planning 9000 is the *precedence diagramming method*. The *precedence diagramming method* depicts activities as boxes that can be connected using four different types of logic constraints. The result is a *precedence network*.

Precedence networks are sometimes termed *activity on node networks* because each activity is presented as a node or box as shown in Figure 1. Activity boxes are connected to one another by arrows, or constraints, showing the logic progress of work.

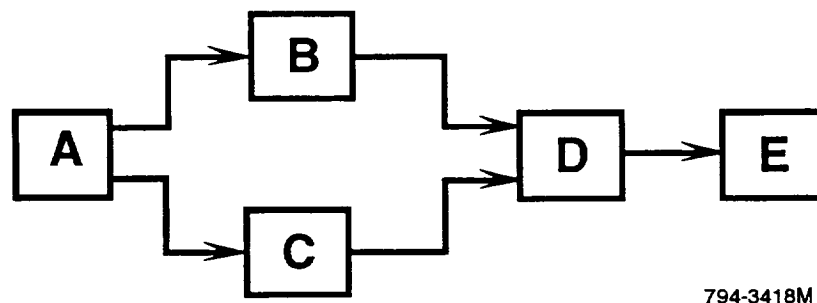


Figure 1 Sample Precedence Network

The logic constraints identify the relationships between activities. They also define the point at which an activity can begin based on a preceding or concurrent activity, and therefore define the order in which activities occur, allowing critical activities to be identified and more closely monitored.

2.2.5.2.1.1 Activities - An activity is an operation or process that consumes time and possible resources. The essential details of an activity are:

- a. An identifying code
- b. The estimated duration of the work involved.

Additional information, such as a description, start and finish dates, and resource requirements are also provided for an activity. An activity may also consist of multiple items that are required to complete the activity.

2.2.5.2.1.2 Constraints - In a precedence network, the logical dependencies between activities are represented as arrows between nodes and are called logic constraints. The logic constraints identify the relationships between project activities. They also define the point at which an activity can begin based on a preceding or concurrent activity and therefore define the order in which activities occur. Planning 9000 also allows durations to be specified and delays to be specified for constraints.

Planning 9000 supports four types of constraints, as described in the following subparagraphs.

2.2.5.2.1.2.1 Finish-To-Start Constraints - This is the most commonly used type of constraint, where the start of an activity depends on the finish of the preceding one. It will specify whether the second activity can start immediately, or whether there must be a delay. In Figure 2 the arrow indicates activity B cannot start until activity A has finished.

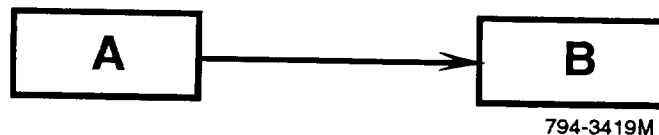


Figure 2 Finish-To-Start Constraint

2.2.5.2.1.2.2 Finish-To-Finish Constraints - The activity cannot finish until the finish of the preceding activity. In Figure 3, the arrow indicates that activity A cannot finish until activity B has been completed. This type of constraint is used in defining hammock activities.



Figure 3 Finish-To-Finish Constraint

2.2.5.2.1.2.3 Start-to-Start Constraints - The activity cannot start until the start of the preceding activity. In Figure 4, the arrow indicates that activity B cannot start until activity A has started. This type of constraint can be used in identifying hammock activities.



Figure 4 Start-To-Start Constraint

2.2.5.2.1.2.4 Start-To-Finish Constraints - The activity cannot finish until the start of the preceding activity. In Figure 5, the arrow indicates that activity B cannot finish until Activity A has started.



Figure 5 Start-To-Finish Constraint

Each of these constraints has been used in the schedules contained in this report.

2.2.5.2.1.3 Schedule Activities - In the schedule, activities have been scheduled and their related constraints against time established to determine their start and finish dates. Planning 9000 has used time analysis to calculate these dates as well as the project end date and the network's critical path.

During time analysis, Planning 9000 has calculated the start and finish dates for each activity in the schedule based on its duration, logic constraints, and project calendar. The project calendar will also identify days or hours on which no work occurs, such as rest days or holidays. For example, one group of activities may be worked on five days a week, and another group of activities may be worked on six days a week. These two groups will be supported by two different project calendars after the detailed schedule has been completed.

2.2.5.2.1.4 Total Float - In addition to calculating start and finish dates, Planning 9000 has determined the total float for each activity. The total float represents the amount of time an activity may be delayed without affecting the overall project completion date as illustrated in Figure 6. Activities with negative total float are not achievable given the specified project completion date and network logic, and Planning 9000 flags the fact that appropriate adjustments will have to be made.

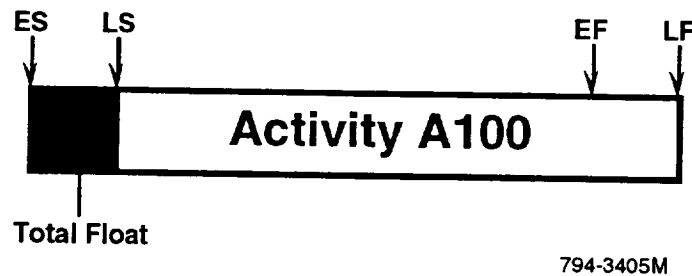
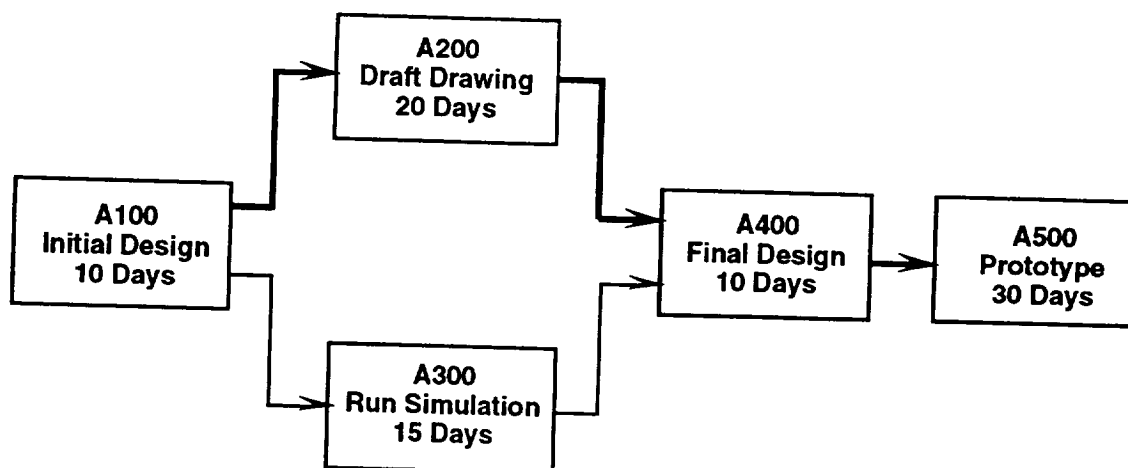


Figure 6 Sample Total Float

2.2.5.2.1.5 Critical Activities - In Planning 9000, activities with zero or less total float are called *critical activities*. Any delay to one of these activities will delay the entire project. Together the critical activities form the critical path of the project. Monitoring of these activities closely will be required to keep the overall project on schedule.

Figure 7 provides an example of an Artemis network that shows critical-path activities and illustrates the flexibility of the network system. Any WBS activity can be excerpted from the overall network and provided in the format shown. The bold blocks are elements in the critical path. These elements stand out clearly when the overall network is viewed. Note also the use of constraints: Activity A200 cannot begin until Activity A100 finishes.



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Figure 7 Sample of Critical Path and Constraints in a Segment of the Detailed Schedule

2.2.5.3 Controlling the Project. - After the program schedule reflects plans for activities has been accurately determined, the control phase of program management will be started. The program plan will be stored as the original schedule. Planning 9000 will use the original schedule to create comparison reports, once the project is underway.

2.2.5.4 Work Progress - As the project proceeds, the time progress can be monitored on the activities using:

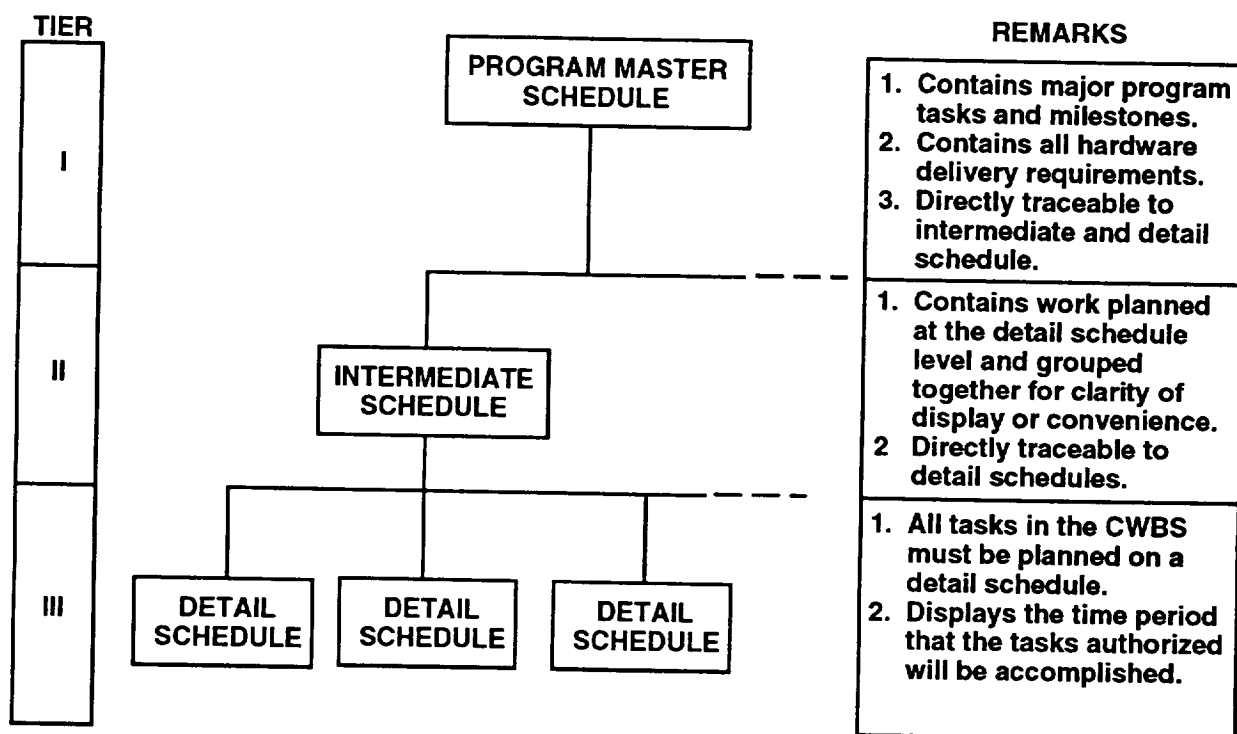
- a. Actual start dates
- b. Actual finish dates
- c. Remaining duration (or work still to be completed)
- d. Percentage complete of original duration.

After entering progress information, the project will re-analyze using a *time now*. Time now is the date that Planning 9000 uses as the starting date for date calculations. If information is entered up to a certain date, that date will be used as time now. With reported progress and time now, a new schedule will be calculated for the remaining work, and reports generated that reflect the project's current status.

2.3 SCHEDULE HIERARCHY

The schedule hierarchy at Aerojet consists of: the Tier I Program Master Schedule; the Tier II Program Intermediate Schedule; and the Tier III Program Network Detail Schedules. These schedules are all based on the detailed program network database. The intermediate schedule

tiers up from the detail schedules and the master schedule tiers up from the intermediate schedule. The master schedule is directly traceable down to the intermediate schedule and the intermediate schedule traces directly down to the detail schedules. The master schedule can also be traced directly and indirectly down to the detail schedules. See Figure 8 for a flow down chart of the schedule hierarchy. At Aerojet the ARTEMIS software has been customized to create master and intermediate schedules (bar charts) derived from all of the activities contained in the detail schedules. Key activities in the program network are manually coded with letters and numbers in a user-defined field contained within the network database. Similar activities are grouped together with the same code and summarized at a higher level. As an example, all activities of the Receiver Subsystem or the Antenna Subsystem would be coded together. The software will then select the earliest start date and the latest finish date of the like-coded activities and draw a bar on a Gantt chart representing those dates. This bar then summarizes all of the lower-level activities of that specific subsystem. One set of codes is generated for the summarized master schedule activities and another set of more detailed codes is generated for the summarized intermediate activities.



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Figure 8 Schedule Hierarchy

As a minimum, the Program Master Schedule should contain all contract hardware delivery requirements and all major program tasks and milestones. This could translate into a schedule with as little as five activities on one page to as many as 25 activities per page spread over two pages. The Program Intermediate Schedule should contain all activities in the master schedule coupled with all activities summarized at a subsystem level. This level of schedule could contain as few as three and as many as a dozen pages with approximately twenty activities per page. The detailed schedules must contain as many activities as necessary to plan all tasks in the CWBS.

2.4 SCHEDULE CORRELATION WITH THE CWBS

The design phase of the EOS/AMSU-A detailed network schedule is basically set-up and organized by Product Teams and Product Team Leaders. The Product Teams are organized to correlate very closely to the CWBS. (See the Project Management Plan, CDRL 001, for a specific correlation matrix). In the design phase, detailed activities schedules are subdivided by Product Teams and by cost account. These subdivisions are directly traceable to the CWBS. The Gantt charts are specifically subdivided by CWBS, and in most cases by cost account with sub-headers down the page containing a description of the sub-divided work element and the last 6 digits of the cost account number. The first three of the last four digits of the cost account number match the corresponding CWBS number. For example in cost account number 4170-67-2241, the underlined numbers 224 match the CWBS number 2.2.4, Power Subsystem. On the Gantt chart the sub-header for this cost account reads "EOS Power Subsystem - DC/DC Converter (67-2241)". Please see the example page of the detailed Gantt chart, Figure 9, and an example of the CWBS, Figure 10, to compare the correlation of the detailed schedule to the CWBS.

A description of the roll-up and vertical traceability capabilities built into the CWBS structure is provided in the Performance Measurement System Implementation Plan and System Description, CDRL 003, Program Instruction 003B, titled "Contract Work Breakdown Structure".

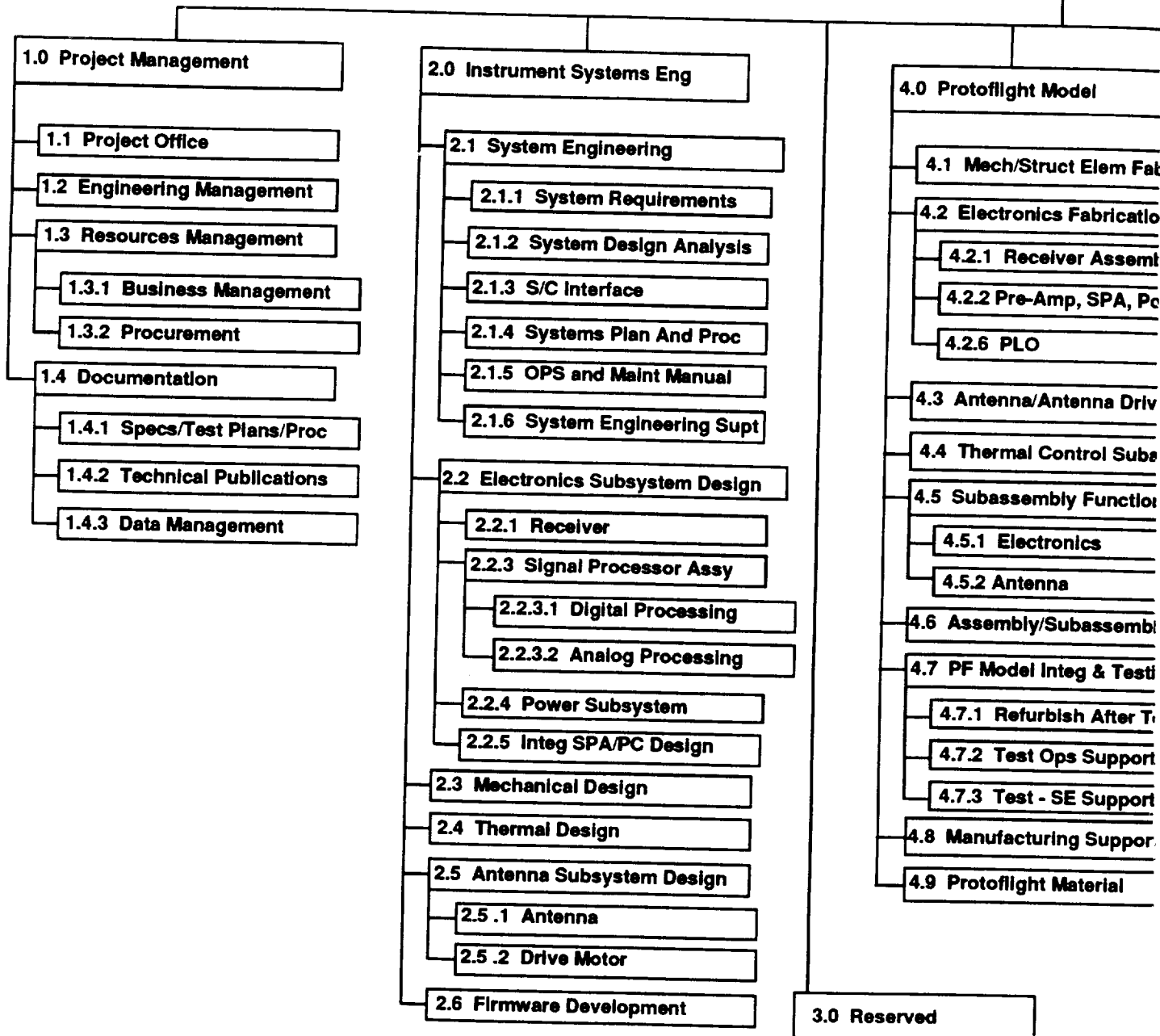
2.5 SCHEDULE SYSTEM AND SUBCONTRACTOR DATA

Early in the procurement phase of the EOS/AMSU-A program, the Materiel Program Manager will generate and publish a critical long-lead material report. This report will contain expected delivery dates for subcontractor hardware not yet under contract, and committed hardware delivery dates for vendors under contract. It will be updated and published on a bi-weekly basis and distributed to the Program Manager, all hardware Product Team leaders, and the Program Scheduler. For detailed material and production planning, Aerojet utilizes Manufacturing Resource Planning II (MRP II). Original purchase order delivery dates and changes to delivery dates by



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EOS/AMSU- Work Breakdown S



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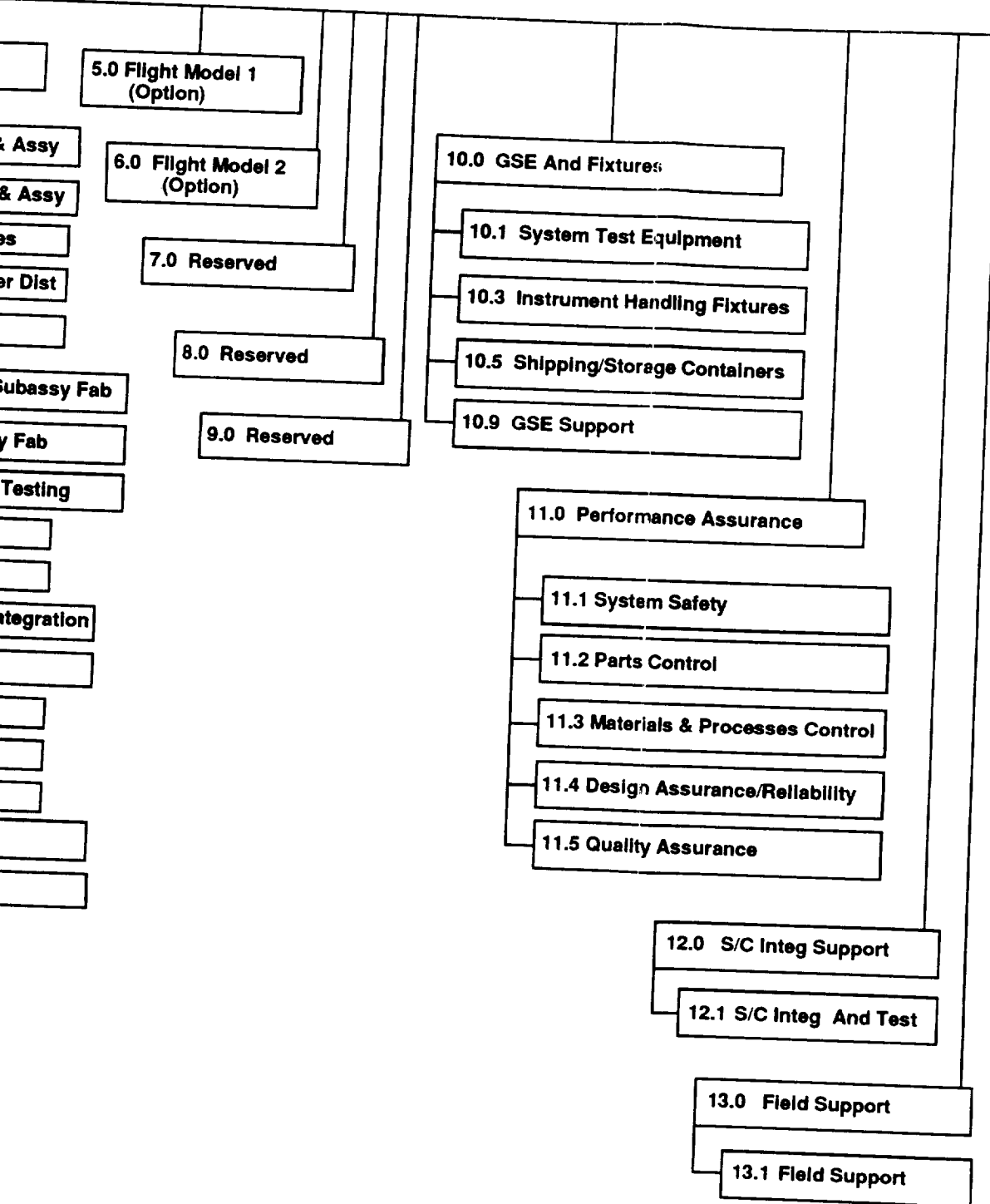
Figure 10 EOS/AMSU-A

2

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Structure

As of: 20 Jan 94



Work Breakdown Structure

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subcontractors and vendors are entered by the responsible buyers into the MRP II computer database. As the start of production nears, the Program Material Planner will utilize MRP II data to generate and publish a production material shortage report. This report will contain critical long-lead hardware, long-lead material, and any material not yet stocked but needed for upcoming material releases to the manufacturing assembly areas. This report will be updated and distributed on a weekly basis to the above-mentioned personnel and to other interested parties. Delivery dates in all material shortage reports are derived from the latest data in the MRP II database.

Subcontractor data for specific parts are represented in the detailed program network schedule by individual activities showing start dates for purchase order placement and finish dates for the delivery of hardware to stock. The program scheduler keys in the delivery dates from the material shortage list into the EOS/AMSU-A ARTEMIS schedule database. The program scheduler also has the option to obtain on a part-by-part basis the latest material delivery dates on-line from the MRP II database through his office PC.

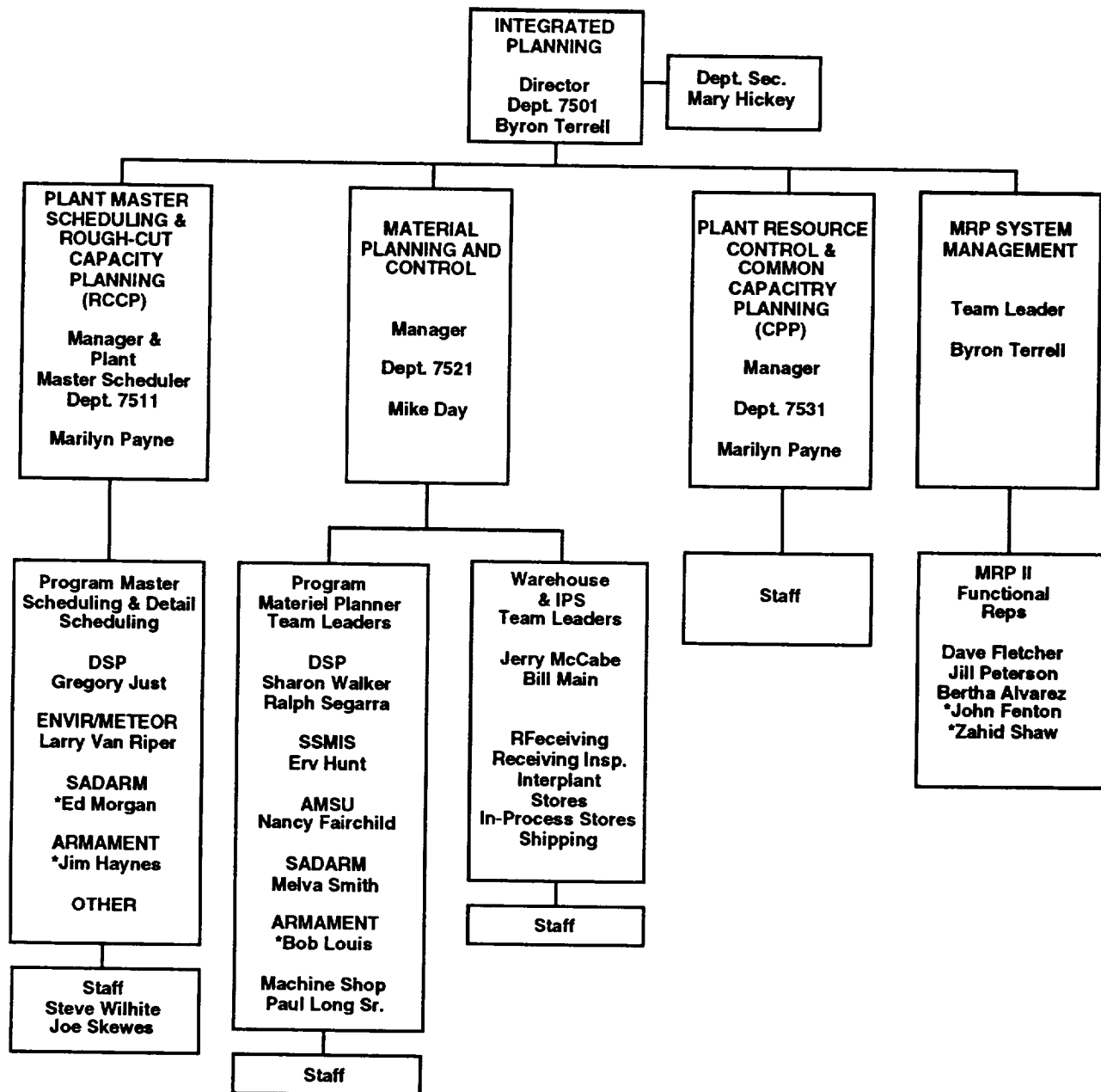
2.6 SCHEDULE ARCHIVES

Each program scheduler at Aerojet archives in their office file cabinet a copy of every detailed program bar chart that they are responsible for publishing. These bar charts can become very useful for the current program or future programs as historical reference tools. Another archive tool available is the capability to store ARTEMIS program network data in the MVS/TSO operating system running on the IBM mainframe. This is accomplished by exporting the key program database files from ARTEMIS 9000 to a TSO user-named dataset. These files are then stored in the operating system for possible future retrieval and use in ARTEMIS. This procedure has been used successfully on previous programs, but its use is not anticipated for the EOS/AMSU-A program.

2.7 SCHEDULE ORGANIZATION AT AEROJET

The EOS/AMSU-A Program Master Scheduler reports to the Manager of Program Master Scheduling and Rough Cut Capacity Planning. This manager reports to the Director of the Integrated Planning Department, who in turn reports to the Aerojet Vice President, Azusa Operations. This organization is shown in Figure 11. The Program Master Scheduler is assigned to the EOS/AMSU-A team, and is co-located with the Program Manager and most of the Product Team Leaders. He is directly responsible to the EOS/AMSU-A Program Manager for all program network scheduling activities. He coordinates with the Program Manager and the Product Team Leaders for the purpose of generating a detailed program network schedule. After the detailed baseline network schedule is generated, status must be taken and the network updated on a periodic basis. To do this

INTEGRATED PLANNING DEPARTMENT



NOTE: * INDICATES EMPLOYEE IS __ LINE TO INTEGRATED PLANNING DEPT.

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Figure 11 Integrated Planning Department

the Program Master Scheduler regularly interfaces and coordinates with the Product Team Leaders and the Program Manager. He also supports and helps the Product Team Leaders with any questions or special requests they may have regarding their own specific sections of the network schedule. The EOS/AMSU-A Business Manager also requires support from the Program Master Scheduler to ensure that the detailed network schedule complies with all PMS and C/SCSC requirements, and that the PMS detailed planning matches the detailed schedules. The master scheduler directly supports the Program Manager with any assistance needed regarding all scheduling matters at any level of the schedule hierarchy. This includes schedule charts required for internal Aerojet management reviews, NASA quarterly and bi-annual reviews, and special studies.

2.7.1 Program Master Scheduler Responsibilities

The Program Master Scheduler's primary responsibilities are to:

- a. Develop and maintain the EOS/AMSU-A detailed precedence network (PERT network) in an ARTEMIS 9000 database.
- b. Generate and print-out logic diagrams (PERT charts) as required.
- c. Status and update the network database and generate detailed program bar charts on an established periodic basis.
- d. Develop, generate, and maintain Tier I and Tier II Master and Intermediate schedules on an as-required basis (as a minimum, monthly).
- f. Help in identifying interfaces between the different hardware/product teams, and determine how to incorporate those interfaces into the network database logic.
- g. Assess how changes by one product team will affect other teams and possibly the overall network schedule.
- h. Identify and monitor the top critical paths in the network database.

- i. Keep the Program Manager informed in a timely manner of changes or impacts to the top critical paths.

2.8 SCHEDULE DEVELOPMENT AND ADMINISTRATION

The design phase of the program network schedule was developed by the Program Master Scheduler with direct input from the Product Team Leaders and the Program Manager. This input directly corresponds to the WBS and the PMS input. The production phase of the network schedule was mostly developed by the Program Master Scheduler using history from the current NOAA AMSU-A program. Additional inputs from the Manufacturing Team Leader and the Program Manager regarding new designs, new in-house make hardware and new objectives were also used. The Program Master Scheduler transferred all of the above inputs into the proper format and added them into the Artemis Network Scheduling software to produce a finished product. A logically driven program network schedule with the usual output of various levels of bar charts and a logic network diagram resulted. This network will be statused and updated on a bi-weekly basis during the design phase, and on a weekly basis during the production phase. Status updates are identified and discussed during bi-weekly budget and schedule status meetings between the Program Manager and individual Product Team Leaders. The schedule status and updates from these meetings are then directly communicated to the Program Master Scheduler from the Product Team Leaders.

2.9 SCHEDULE MANAGEMENT

One of the principal approaches to schedule management on this program will be to monitor and manage the top critical paths in the detailed program network schedule. Since all of the top critical paths are driven by subcontracted long-lead hardware procurement, the control and management of these long-lead subcontracts is a major key to the overall success of the program.

A basic approach in establishing the design phase of the program schedule was to set up the formal design reviews as significant milestones and then feed all design activities into the appropriate design review. In this way the progress of design activities can be tracked and compared to the schedule of their corresponding design reviews. Float or slack time can be calculated and compared to the need dates of the significant milestones.

Another method of schedule management used on this program is the Program Manager's bi-weekly status meetings with individual Product Team Leaders. At these meetings all aspects (technical, schedule, and cost) of individual product team progress are reviewed. Problems encountered in any of these areas are discussed and solutions worked in a timely manner.

2.10 Critical Path Analysis

All critical elements of the Integrated Program Schedule can be shown on the Master Time-Phased Task Network. Most important of these are: Critical Paths, Long-Lead Items, and Significant Milestones.

2.10.1 Critical Paths

Before each coordination meeting and at any other time in the program, the Artemis data base is commanded to produce a detailed time-phased task network showing the key critical paths.

These critical paths can then be combined by the Artemis program onto simplified GANTT charts showing the waterfall of tasks along each critical path. Table I is a list of critical paths for the beginning of the Implementation Phase, showing the critical element of the path, and the subsequent dependent task.

2.10.2 Long-Lead Items

These critical paths are predominantly involved with subcontracted items, and Program Management has incorporated a schedule pad (Management Red Time) into each subcontracted procurement. The use of this Red Time represents an additional safety factor over the float between the arrival of the item and the subsequent need date.

Table I Top Six Critical Paths Support Instrument Delivery Time With Significant Management Red Time

Critical Path	Item/For	Supplier Promise	Added Red Time	Instrument Delivery Slack Time (Float)
1	Be Reflector/A2 Antenna	15 months	7 months	0 weeks
2	SAW Filters/A1-1 Shelf	16 months	6 months	6 weeks
3	GDO/PLO (Aerojet)	14 months	6 months	8 weeks
4	DC/DC Converter/A1 Assembly	21 months	6 months	10 weeks
5	DC/DC Converter/A2 Assembly	21 months	6 months	13 weeks
6	DROs & DGOs/A1 Assembly	16 months	6 months	22 weeks

As stated above, the critical paths are predominantly involved with subcontracted items. In the detailed Artemis Master Time-Phased Task Network, all major elements of the subcontracting effort are entered into the data base, and are tracked along with their affect on other tasks. Elements that are tracked are:

- a. Specification and SOW preparation and release
- b. Subcontractor bid time
- c. Bid assessment and award time
- d. Subcontractor lead time, including time required to bring item in-house and make it available to the next process.

As stated above, Program Management has incorporated a schedule pad (Management Red Time) into each procurement. This Red Time represents an additional safety factor over the pad between the arrival of the item and the subsequent need date (shown as Float).

2.10.3 Significant Milestones

The Master Time-Phased Task Network is structured from milestone to milestone. During the Engineering Phase, the major milestones are design reviews. During the Production Phase, the major milestones are: Calibration Peer Reviews, Software Test Readiness Review, Pre-Environmental Test Review, Software Acceptance Review, Post-Environmental Test Review, and Pre-Shipment Review.

These milestones (and others, if required) are defined as fixed dates in the Artemis data base, and all dependent events and their durations are driven by those dates. GANTT and Network output reports are coded to flag any conflicting task for management's attention. The software can output critical paths to any interim milestones as well as the critical paths to the final completion date.

Section 3

SCHEDULE OUTPUT TO GSFC

Aerojet can output schedule data to GSFC in many varied forms. The most common formats would be bar charts at the Master, Intermediate and detailed level. Other formats include logic diagram charts (PERT charts) and any number of computer line-printed schedule reports. Currently Aerojet is providing GSFC with a one page bar chart copy of the program Master schedule and a multi-page bar chart copy of the detailed design phase of the program network schedule. These schedules are being mailed to GSFC on a monthly basis. Copies of the production phase of the detailed network schedule, in bar chart format, are available to GSFC on an as-requested basis; however, as the production phase of the contract nears, those schedules will also be mailed to GSFC on a monthly basis.

As a result of a cooperative team effort, GSFC and Aerojet have recently completed development of a software file in ASCII format that is compatible with both the ARTEMIS 9000 software system used at Aerojet and the ARTEMIS PRESTIGE software system used at GSFC. Therefore Aerojet is now sending to GSFC the detailed design phase of the network schedule in ASCII file format on a 3.5 floppy disk, and will continue to do so on a monthly basis along with the other paper schedules.

3.1 Operating Procedures

Appendix A is a copy of the formal operating procedures used internally for the preparation and maintenance of Master, Intermediate, and Detail schedules at Aerojet.

Report 10392A
July 1994

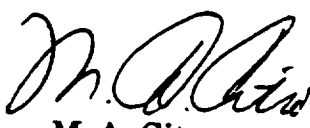
APPENDIX A

MASTER, INTERMEDIATE, AND DETAIL SCHEDULES -
PREPARATION AND MAINTENANCE

Appendix A

Master, Intermediate, and Detail Schedules - Preparation and Maintenance

**Aerojet
Electronic Systems Division**

TITLE Master, Intermediate, and Detail Schedules - Preparation and Maintenance		C/SCS Program Instruction 008D
APPROVED BY  M. A. Citro	EFFECTIVE DATE 01 November 1990	
SUPERSEDES PI DATED 008C 19 January 1987		PAGE NUMBER 1 of 5

1. Purpose

- 1.1 To establish policy, responsibility and procedures for the preparation and maintenance of master, intermediate, and detail schedules for programs requiring implementation of DoDI 5000.2-M.

2. Policy

- 2.1 All C/SCS programs shall establish and maintain a scheduling system for the work authorized in the contract work breakdown structure (CWBS). This system shall schedule the authorized work in a manner which describes the sequence of work and identifies the significant task interdependencies required to meet the development, production, and delivery requirements of the contract.
- 2.2 A program master schedule shall be developed by the Program Office to be used as the framework for all underlying schedules.
- 2.2.1 The master schedule shall contain all contract dates including contractual milestones and events, major subcontract dates, major hardware delivery dates and dates for government-furnished equipment or services.
- 2.2.2 Program Control, under the direction of the program manager, shall be responsible for the preparation, statusing and change control of the master schedule.
- 2.2.3 The master schedule shall reflect and be directly traceable to the tasks specified in the CWBS.
- 2.2.4 The master schedule will be the basis used by functional managers and cost account managers to establish subordinate schedules.

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PI 008D
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- 2.3 Intermediate schedules shall be required for all C/SCS programs.
 - 2.3.1 Intermediate schedules shall be developed to define the tasks required to accomplish the program milestones shown in the master schedule.
 - 2.3.2 Significant decision points, constraints and interfaces shall be identified as key milestones and included in the intermediate schedules.
 - 2.3.3 All milestones and events shall integrate and tier to the master schedule.
 - 2.3.4 Intermediate schedules shall provide a logical sequence from the master schedule to the detail schedules at the cost account level.
 - 2.3.5 Intermediate schedules may be structured to display either product, CWBS or functional oriented tasks.
 - 2.3.5.1 Engineering and Manufacturing schedules may be considered intermediate schedules or detail schedules depending on the level of detail included on the schedule.
- 2.4 Detail schedules at the cost account level shall be mandatory for all tasked accounts.
 - 2.4.1 A detail schedule shall be prepared for each planned work package that uses discrete or apportioned performance measurement techniques.
 - 2.4.2 The C/SCS Budget Plan and Detail Schedule form shown in attachment 1 shall be used for work package schedules prepared manually.
 - 2.4.2.1 The use of automated scheduling systems is encouraged and recommended for large programs.
 - 2.4.2.2 To avoid redundancy and to eliminate the confusion of having two schedules, an automated schedule may replace the use of the detail schedule included on the budget plan.
 - 2.4.3 Detail schedules shall not be required for LOE cost accounts or planning packages.
 - 2.4.3.1 The detail schedule portion of the budget plan and detail schedule (attachment 1) shall be left blank.
 - 2.4.3.2 A start and completion date shall be required on the budget plan.

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- 2.4.4 Work packages shall be scheduled in terms of physical accomplishment by using calendar dates to identify cost account and work package start and completion dates.
- 2.4.5 Detail schedules shall integrate and tier to intermediate schedules and the master schedule.
- 2.4.6 Detail schedules shall identify interfaces that recognize significant constraints and relationships to key milestones and activities.
 - 2.4.6.1 Incoming and outgoing interfaces shall be identified on the C/SCS budget plan and detail schedule (attachment 1).
- 2.4.7 Meaningful (objective) indicators shall be identified for cost/schedule correlation and performance measurement determination.
- 2.4.8 Cost account managers (CAMs) are responsible for the preparation and statusing of detail schedules.
- 2.5 The master, intermediate, and detail schedules shall provide current status and forecast completion dates for scheduled work in comparison to the baseline (planned) schedule.
- 2.6 The frequency of statusing and updating schedules shall be determined by the program manager and set forth in a program directive.
 - 2.6.1 To identify the status of work in a timely manner, detail schedules shall be statused at least once a month.
 - 2.6.2 On a monthly basis, significant differences between planned (baseline) and actual schedule accomplishment shall be identified and the reasons explained in accordance with the procedures established for variance reporting under PI 015.
 - 2.6.3 Planned schedule represents the timephased performance measurement baseline. Actual schedule accomplishment including forecasted schedules should be in accordance with the timephased estimate to complete.
- 2.7 Schedules are implemented and categorized in four tiers.
 - Tier I Master Program Schedule
 - Tier II Intermediate Schedules
 - Tier III Detail Schedules -
 - Tier IV Cost Account or Work Package Level
Subwork Package Level

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2.7.1 The hierarchy of the schedule tiers is shown in attachment 2.

2.7.2 A schedule matrix defining schedule authority, responsibility, update frequency and requirements, and format requirements is shown in attachment 3.

3. Procedures

3.1 The program master schedule is established by the Program Office and published through a program directive immediately following authority to proceed.

3.1.1 The program master schedule is used by all cost account managers as the baseline for the preparation of detail schedules.

3.1.2 The program master schedule is used to establish the Tier II intermediate schedules.

3.1.3 All changes or updates to the master schedule must be approved and controlled by the program manager.

3.2 Intermediate schedules are established concurrently with the program master schedule by the Program Office.

3.2.1 Functional managers use the Tier II intermediate schedules to develop functional schedules.

3.2.2 All changes or updates to the Tier II intermediate schedules must be approved and controlled by the program manager as specified in a program directive.

3.3 Detail schedules (Tier III) are prepared for all tasked cost accounts and work packages by the responsible CAM.

3.3.1 Detail schedules shall track the progress of individual cost accounts with key milestones traceable to the intermediate schedules and the master schedule.

3.3.2 The CAM ensures that all cost accounts and work packages contain specific start and completion dates that integrate with higher level schedules.

3.3.3 Detail schedules are statused by the CAM and submitted to the Program Office at least on a monthly basis coinciding with the end of the accounting month.

3.3.3.1 The frequency of statusing and submission is set forth in a program directive as discussed in paragraph 2.6.

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- 3.3.3.2 The status of the detail schedules is used by the Program Office in determining the status of higher level schedules.
- 3.3.3.3 Program Control shall publish the current statused detail schedules and distribute to all affected personnel.
- 3.3.4 The program control schedule group reviews the traceability and accuracy of the detail schedules on a continual basis to ensure integrity with the program master and intermediate schedules, and with the work package activity report. X
- 3.4 Tier IV subwork package schedules are optional and may be used at the discretion of the CAM.
 - 3.4.1 No standard schedule technique or standard form is required for Tier IV schedules.
 - 3.4.2 CAMs are encouraged to use lower level planning documents than are required by this C/SCS PI.
 - 3.4.3 All start and completion calendar dates for Tier IV schedules must tier to Tier III schedules.
- 3.5 The control, approval, and documentation of schedule changes is established by the program manager and set forth in a unique program directive.
- 3.6 The definitions, symbology, and terminology to be used for statusing schedules is established by the program manager and set forth in a program directive.
 - 3.6.1 When standards are not established by the customer, the program manager may use symbols and terminology that conform to acceptable industry standards.
 - 3.6.2 An example of a preferred standard is shown in attachment 4.
- 3.7 All program control scheduling groups are encouraged to utilize any automated scheduling capabilities available at AESD, such as ARTEMIS, PROMIS, or PRIMAVERA.


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PI 008D
Attachment 3

SCHEDULE AUTHORITY, RESPONSIBILITY, AND UPDATE MATRIX

Schedule	Tier	Authorizing Documents	Responsibility-Authority		Update Requirements	Update Frequency	Format Requirements	Applicable Documents
			Establishment	Maintenance				
Program Master Schedule	I	Program contract and any contractual changes	Program manager by program directive (PD)	Program Control by program instruction 008	To incorporate contractual requirements To incorporate task or event changes having no impact on contractual requirements	Upon receipt of contractual changes As specified by program directive	As specified in program directive Preferred format is computerized Gantt or network chart	DoDI 5000.2-M APD 3.04 PI 004
Inter-mediate Schedule	II	Program directive	As designated in program directive	As designated in program directive	As specified in program directive To incorporate master or detail changes	As specified in program directive When impacted by Master or detail changes	As specified in program directive	APD 7.06
Detail Schedule	III	Program directive PI 006 PI 013	As designated in program directive PI 006 PI 013	As designated in program directive PI 006	To incorporate program manager's directed changes To incorporate contractual changes Work statusing	As specified in program directive and PI 006	As specified in program directive	APD 7.06 PI 004
Subwork Package Schedule	IV	Program directive APD 7.01	APD 7.01 APD 7.06	As required	As required	As required		APD 7.02 through APD 7.08

**Aerojet
Electronic Systems Division**

TITLE Program Management Networks (PMN)		C/SCS Program Instruction 010C
APPROVED BY  M. A. Citro	EFFECTIVE DATE 2 March 1987	
SUPERSEDES PI 010B		DATED 01 May 1980
		PAGE NUMBER 1 of 3

1. **Purpose**

- 1.1 To establish policy, responsibility and procedure for implementing and maintaining program management networks (PMN) for those programs requiring implementation of DoDI 5000.2-M.
- 1.2 To define the relationship between PMN and detailed, intermediate, and master schedules.
- 1.3 To define the relationship between PMN and the contract work breakdown structure (CWBS).

2. **Policy**

- 2.1 The program manager is responsible for ensuring that program management networks (PMN) are implemented and maintained on programs where they are a contractual or internal requirement.
- 2.2 The program manager shall specify the time period that PMNs are revised to show current program status. This status update period shall conform to the applicable internal or contractual requirements.
- 2.3 The program manager shall be responsible for ensuring that the PMN is constructed using logic that represents, and is traceable to, the currently authorized cost account/work package plan.
- 2.4 The program control scheduling group shall be responsible (at the program manager's direction) for constructing, periodic statusing, analyzing, and publishing the PMN.
- 2.5 PMN shall be produced using computerized time-analysis techniques. It is recommended that the precedent method of time-analysis be used.
- 2.6 The program control scheduling group shall be responsible for ensuring that the major contract milestones, interfaces, or events specified by the program manager shall be included in the PMN.

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- 2.7 The PMN shall be used to determine if the original program planning conforms to the established contractual milestones, interfaces, and events, after which it shall be used to evaluate and control the program. The PMN is not to be used as a substitute for detailed and intermediate schedules, but to incorporate them into a format that will provide the program manager, or the customer when required, with a clear and concise overview of the current program status.
- 2.8 As a minimum, the PMN will provide:
- 2.8.1 Identification of the major tasked work required to accomplish program objectives in accordance with the CWBS.
 - 2.8.2 Early and late start, early and late finish, and the total float of each activity in the network.
 - 2.8.3 The critical path through the network.
 - 2.8.4 Interface requirements are included as part of the formal network review with the responsible/ performing organizations.
 - 2.8.5 A review by Program Control of all interfaces created by the organization or imposed on it from another area.
 - 2.8.6 Milestones and summary events on networks that must be in accordance with the program master and intermediate schedules.
 - 2.8.7 Integration and control of scheduling to produce a coordinated plan of accomplishment of program objectives.
 - 2.8.8 A base for creating reports that indicate current status and forecasts against planned status which shows the total program impact.
 - 2.8.9 Identification of future problem areas for preventative action.
 - 2.8.10 Development of simulation techniques for evaluating and forecasting alternative plans prior to their implementation.
 - 2.8.11 Network simulations to indicate the impact of Contract Change Notices, Engineering Change Proposals, and formal reprogramming action items.
 - 2.8.12 Integration of subcontractor data into the program management system networks to ensure total program coverage.

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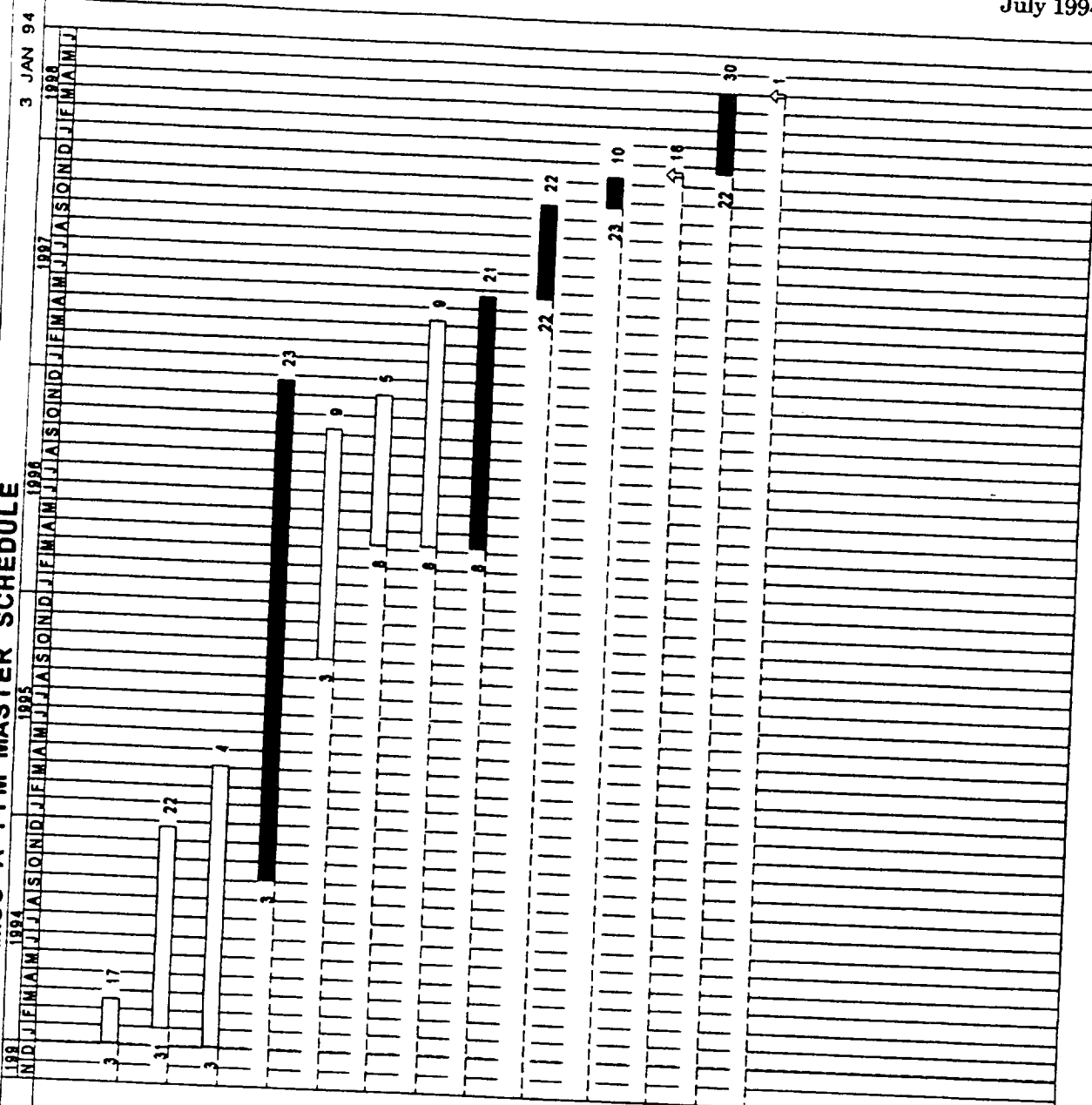
3. Procedure

- 3.1 Program Control determines any requirements for data processing services to support program networks.
- 3.2 Networks are constructed to identify CWBS major contract end items of hardware and software that are to be delivered to the customer or that otherwise constitute an AESD commitment.
 - 3.2.1 Networks shall be updated periodically, as specified by the program manager, to reflect program progress and changes to program plans.
- 3.3 The network critical path is re-evaluated each time program progress or changes to program plans are incorporated into the program network.
- 3.4 Interface requirements are included as a part of the formal network review with the responsible/performing organizations. Program Control performs a review of all interfaces created by that organization or imposed on it from another area.
- 3.5 Milestones and summary events on networks must be in accordance with the program master and intermediate schedules.
- 3.6 Networks shall be updated periodically as specified by the program manager.
- 3.7 Networks shall be produced by automated systems such as ARTEMIS and shall use the precedent or I-J technique to provide time-analysis and network/Gantt chart graphics.
- 3.8 The time-analysis shall provide the following data derived for each network activity:
 - Early start date
 - Early finish date
 - Late start date
 - Late finish date
 - Total float
- 3.9 An activity in a network can consist of a partial or total amount of work contained in a work package, cost account, or any other measure of authorized work. An activity, however, must be traceable to that work contained in authorized work packages. Network activities are constructed for the convenience and clarity of analysis and, therefore, often consist of several functional cost accounts that perform a common operation.

Appendix B
Program Master Schedule

EOS/AMSU-A PFM MASTER SCHEDULE

- 1 SYSTEM & SUBSYSTEM REQUIREMENTS
- 2 LONG LEAD COMPONENT SPECS & SOWS
- 3 DESIGN
- 4 PROCUREMENT
- 5 FABRICATION OF PIECE PARTS & CCAs
- 6 SIGNAL PROCESSOR ASSEMBLY & TEST
- 7 RECEIVER ASSEMBLY & TEST
- 8 ANTENNA ASSEMBLY & TEST
- 9 INSTRUMENT INTEGRATION & AMBIENT TESTS
- 10 INSTRUMENT ENVIRONMENTAL & ACCEPT TESTS
- 11 SHIP INSTRUMENT
- 12 RED TIME
- 13 CONTRACTUAL SHIP DATE

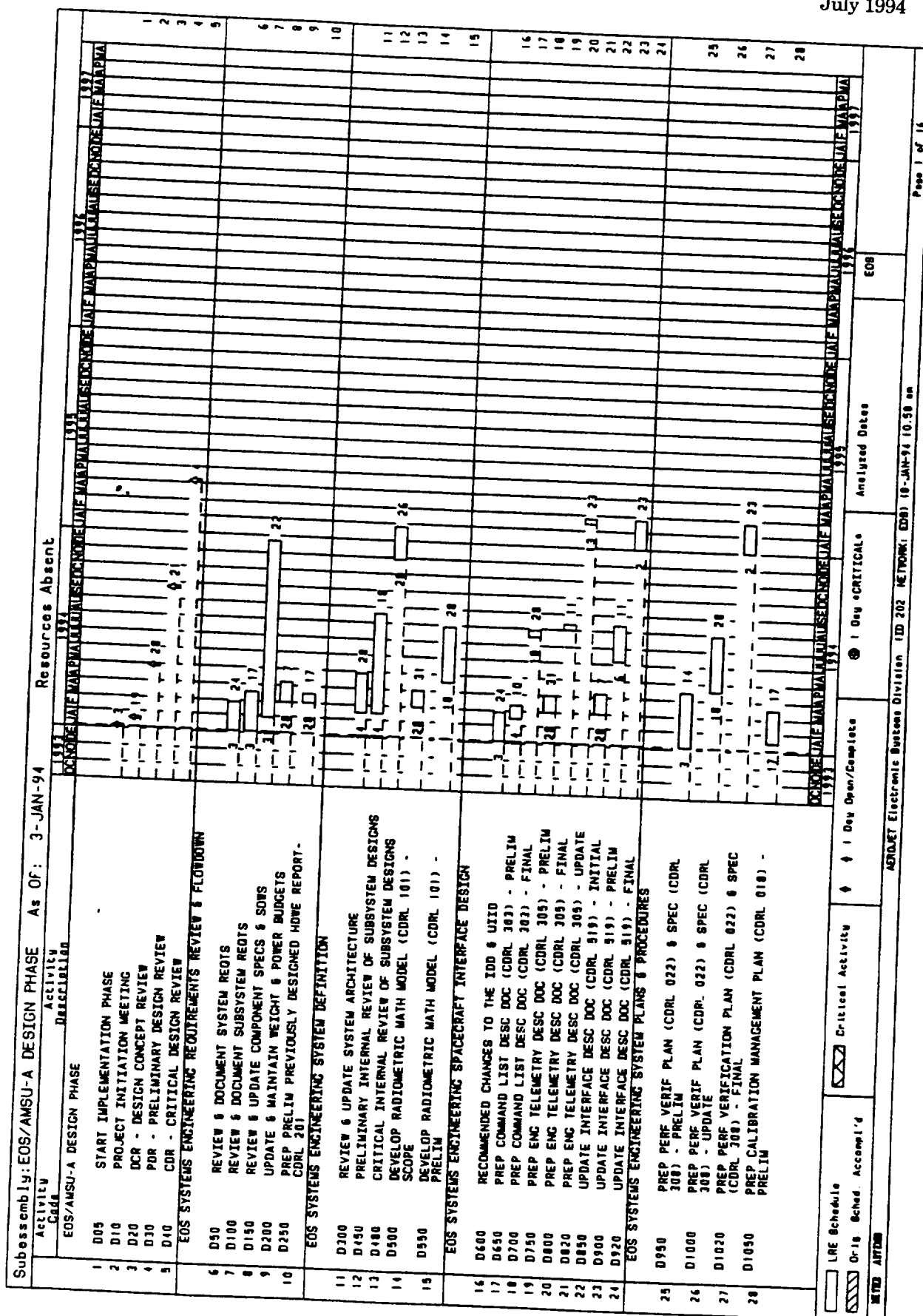


Critical Activity

Work in Progress

LRE Schedule

Appendix C
Design Phase Schedule



Subassembly: EOS SYSTEMS ENGINEERING SYSTEM PLANS & PROCEDURES		As Of: 3-JAN-94		Resources Absent	
Activity Code	Activity Description	1993	1994	1995	1996
EOS SYSTEMS ENGINEERING SYSTEM PLANS & PROCEDURES					
29	D1100 PREP CALIBRATION MANAGEMENT PLAN (CDRL 018) - FINAL				
30	D1130 PREP PRELIM OPERATIONAL IN-FLIGHT CHECKOUT PLAN (CDRL 023)				
31	D1180 PREP FINAL OPERATIONAL IN-FLIGHT CHECK-OUT PLAN				
32	D1200 PREP OPERATIONAL IN-FLIGHT CALIB PROCEDURE (CDRL 404) - PRELIM				
33	D1250 PREP CEN. OPERATIONAL COMMAND PROCEDURE (CDRL 405) - PRELIM				
EOS SYSTEMS ENGINEERING MEETING SUPPORT					
34	D1300 PREP FOR 8 SUPPORT DCR				
35	D1350 PREP FOR 8 SUPPORT PDR				
36	D1360 PREP FOR 8 SUPPORT CPR I				
37	D1380 PREP FOR 8 SUPPORT CDR				
EOS SPARES DEFINITION					
38	D1400 PREP SPARES PROGRAM PLAN - PRELIM				
39	D1450 PREP SPARES PROGRAM PLAN - FINAL				
EOS RADIATION ANALYSIS					
40	D1500 PRELIM DATA BASE SEARCHES				
41	D1550 PRELIM SHIELDING ANALYSIS/DESIGN CRITERIA MEMO				
42	D1600 PRELIM PARTS ASSESSMENT				
43	D1650 SUPPLIERS COMPONENT REVIEW				
EOS EMI/EMC DESIGN ANALYSIS SUPPORT					
44	D1700 EMI/EMC DESIGN ANALYSIS & SUPPORT				
45	D1750 PREP FOR 8 SUPPORT DCR				
46	D1800 PRELIM EMI/EMC TEST PLAN/PROCEDURE				
47	D1850 PREP FOR 8 SUPPORT PDR				
48	D1900 FINAL EMI/EMC TEST PLAN/PROCEDURE				
49	D1950 PREP FOR 8 SUPPORT CDR				
EOS CONTAMINATION CONTROL					
50	D2000 ESTABLISH INSTRUMENT CONTAMINATION ALLOWANCES				
51	D2150 ESTABLISH CONTAMINATION REQ'TS & CONCEPTS FOR BAKEDOUT, T/V, FAB/ASSY/TEST & FACILITIES				
52	D2600 ESTABLISH CLEANLINESS VERIFICATION REQ'TS & CONCEPTS				
53	D2650 CLEANLINESS VERIFICATION - FOR PDR				
54	D2750 PREP FOR 8 SUPPORT DCR				
55	D2760 REVIEW & UPDATE CONTAMINATION ALLOWANCES, REQUIREMENTS & CONCEPTS FOR PDR				

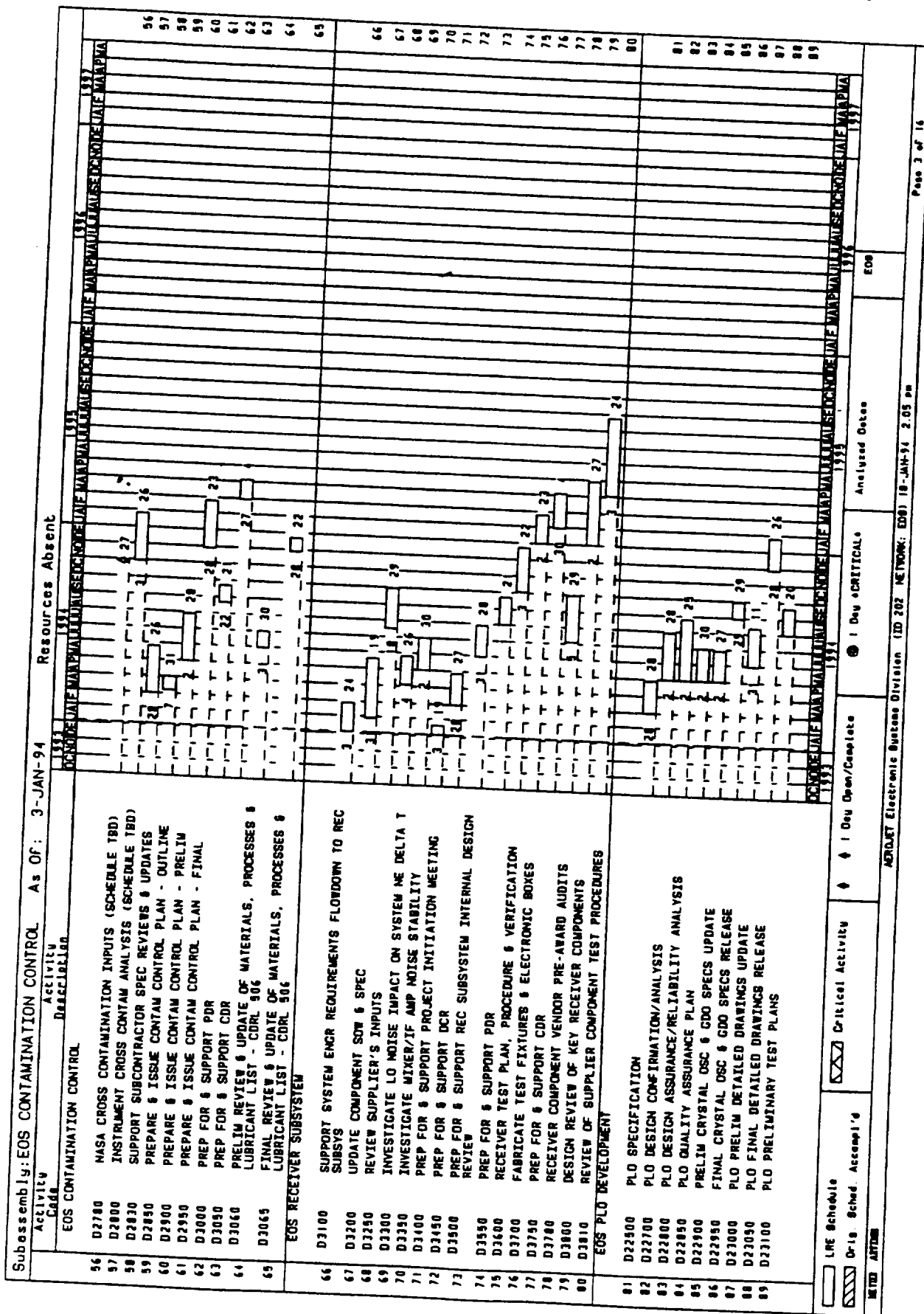
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☒ Dr-16 Sched. Accompl'd
☐ NEW AUTOM

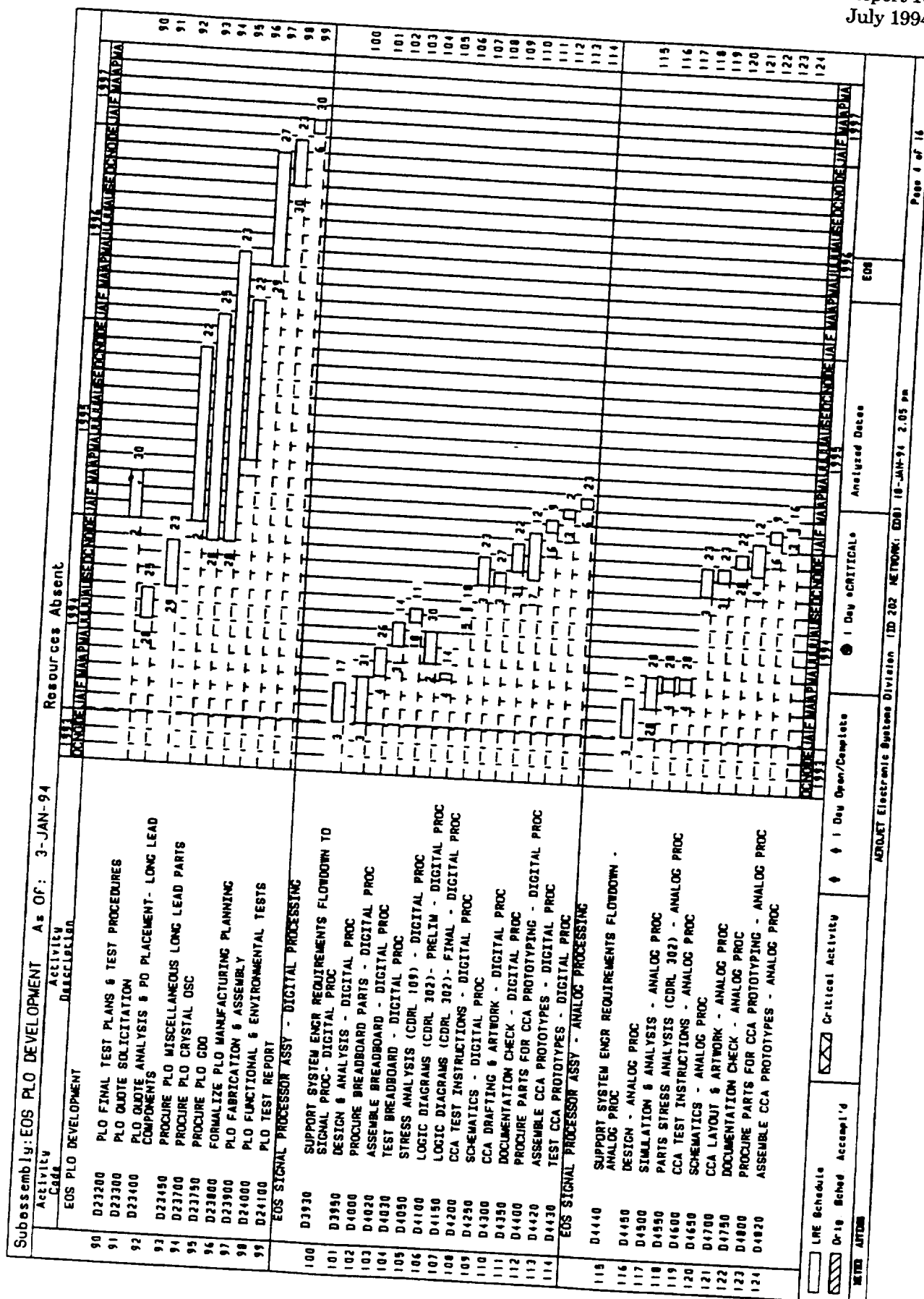
☒ Critical Activity
☐ 1 Day Complete
☐ 1 Day Critical

☐ Analyzed Data
☐ EOE

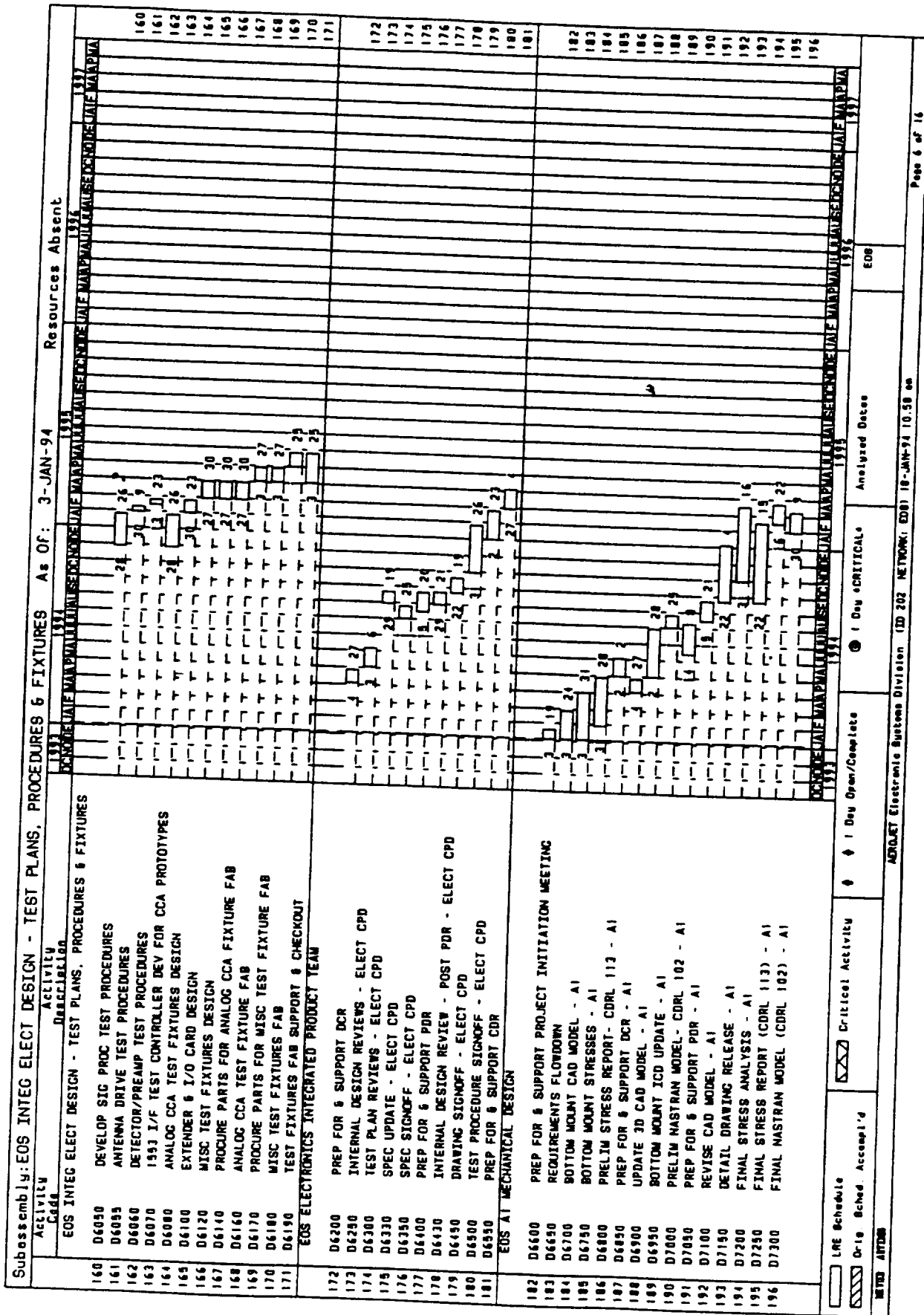
ADJNET Electronic Systems Division 100 202 NETWORK: CD8 10-JAN-94 10:30 am

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Subassembly: EOS SIGNAL PROCESSOR ASSY - ANALOG PROCESSING As Of: 3-JAN-94									
Activity Code		Activity Description		Resources Absent					
EOS SIGNAL PROCESSOR ASSY - ANALOG PROCESSING									
125	D4840	TEST CCA PROTOTYPES - ANALOG PROC							125
126	D4845	DETECTOR SELECTION & EVALUATIONS							126
127	D4895	DETECTOR SPEC REVISIONS							127
EOS POWER SUBSYSTEM - DC/DC CONVERTER									
128	D4860	DC/DC CONVERTER PROPOSAL EVALUATION							128
129	D4910	DC/DC CONVERTER SUPPLIER AUDITS							129
130	D4960	DC/DC CONVERTER FINAL SUPPLIER SELECTION							130
131	D5010	RELEASE DC/DC CONVERTER SPECS AE 24693, 24988							131
132	D5020	DC/DC CONV SUPPLIER POST AWARD REVIEW #1							132
133	D5030	DC/DC CONV SUPPLIER POST AWARD REVIEW #2							133
134	D5040	DC/DC CONV SUPPLIER POST AWARD REVIEW #3							134
EOS POWER SUBSYSTEM - CONTROL & DISTRIBUTION									
135	D5060	SUPPORT SYSTEM ENGR REQUIREMENTS FLOWDOWN - PWR CONTROL							135
136	D5110	INTERCONNECTION DESIGN - A1							136
137	D5160	INTERCONNECTION DESIGN - A2							137
138	D5210	POWER CONTROL PWB DESIGN							138
139	D5260	HARNESS DESIGN - A1							139
140	D5310	HARNESS DESIGN - A2							140
141	D5360	PWB SCHEMATIC - PWR CONTROL							141
142	D5410	PWB LAYOUT & ARTWORK - PWR CONTROL							142
143	D5460	PWB CHECK - PWR CONTROL							143
144	D5510	CCA TEST INSTRUCTIONS - PWR CONTROL							144
145	D5560	CCA PROTOTYPING - PWR CONTROL							145
146	D5610	A1 BACKPLANE WIRE LIST - ENG DESIGN							146
147	D5660	A2 BACKPLANE WIRE LIST - ENG DESIGN							147
148	D5710	HARNESS DRAFTING - A1							148
149	D5760	HARNESS CHECK - A1							149
150	D5810	HARNESS DRAFTING - A2							150
151	D5850	HARNESS CHECK - A2							151
152	D5880	A1 BACKPLANE WIRE LIST - DRAFTING							152
153	D5900	A1 BACKPLANE WIRE LIST - CHECK							153
154	D5950	A2 BACKPLANE WIRE LIST - DRAFTING							154
155	D6000	A2 BACKPLANE WIRE LIST - CHECK							155
EOS INTEG ELEC DESIGN - TEST PLANS, PROCEDURES & FIXTURES									
156	D6010	SIGNAL PROC TEST SET DESIGN							156
157	D6020	1953 I/F TEST CONTROLLER DEV FOR BREADBOARD TEST							157
158	D6040	SIGNAL PROC TEST SET ASSEMBLY							158
159	D6045	TEST PLANS							159



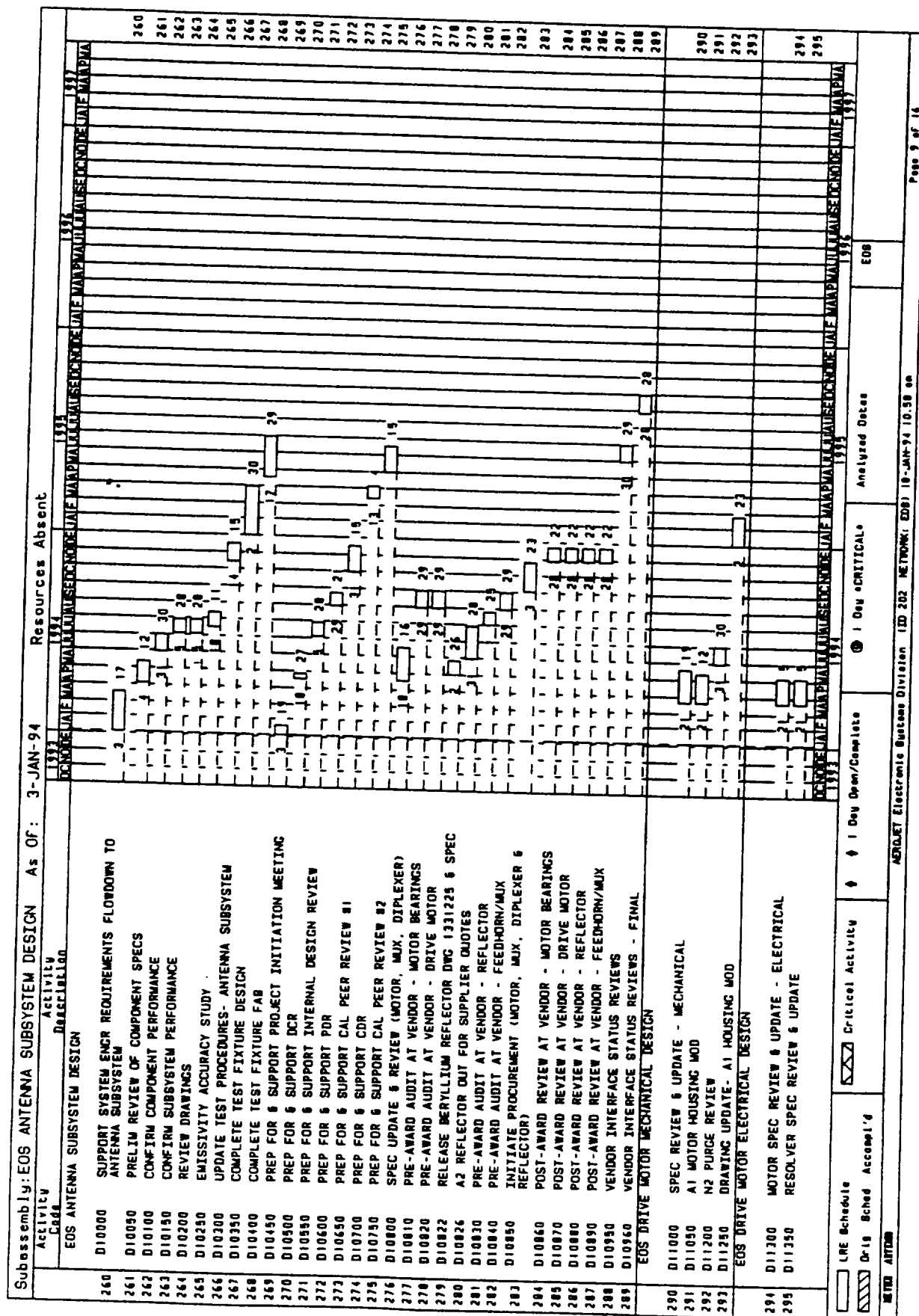
Subassembly: EOS A1 MECHANICAL DESIGN		As Of: 3-JAN-94		Resources Absent	
Activity Code	Activity Description	1993	1994	1995	1996
EOS A1 MECHANICAL DESIGN		1993	1994	1995	1996
197	D7350 PREP FOR 6 SUPPORT CDR - A1				
EOS A2 MECHANICAL DESIGN					
198	D7400 UPDATE 3D CAD MODEL - A2				
199	D7450 PRELIM STRESS ANALYSIS - A2				
200	D7500 STRESS REPORT (CDRL 113) - A2				
201	D7550 PRELIM NASTRAN MODEL (CDRL 102) - A2				
202	D7600 PREP FOR 6 SUPPORT PDR - A2				
203	D7650 DETAILED DRAWINGS - A2				
204	D7700 FINAL STRESS ANALYSIS - A2				
205	D7750 FINAL STRESS REPORT (CDRL 113) - A2				
206	D7800 FINAL NASTRAN MODEL (CDRL 102) - A2				
207	D7850 PREP FOR 6 SUPPORT CDR - A2				
EOS MECHANICAL/THERMAL INTEGRATED PRODUCT TEAM					
208	D7900 CONCEPTUAL PACKAGE REVIEW - M/T IPT				
209	D7950 ID DRAWINGS TO BE CHANGED - M/T IPT				
210	D8000 ID SPECS TO BE CHANGED - M/T IPT				
211	D8050 INTERNAL PACKAGING REVIEW - M/T IPT				
212	D8100 ANSWER PACKAGE REVIEW ACTION ITEMS- M/T IPT				
213	D8150 ID PROCEDURES TO BE CHANGED - M/T IPT				
214	D8200 SPEC UPDATE SIGNOFF - M/T IPT				
215	D8250 DRAWING SIGNOFF - M/T IPT				
EOS MECHANICAL COST REDUCTIONS					
216	D8255 ALUMINUM RF SHELF STRESSES & THERMAL ANALYSIS				
217	D8260 RF SHELF DRAWINGS				
218	D8270 PREAMP DETECTOR ASSY RELOCATION				
219	D8275 A1 MOTOR HOUSING				
220	D8280 RELOCATE SCREWS				
221	D8285 A2 SECONDARY REFLECTOR				
222	D8290 COAX CLIP REDESIGN				
EOS A1 THERMAL ANALYSIS					
223	D8300 PREP FOR 6 SUPPORT PROJECT INITIATION MEETING				
224	D8320 SUPPORT SYSTEM ENCR REQUIREMENTS FLOWDOWN				
225	D8350 PREP FOR 6 SUPPORT DCR				
226	D8400 MODIFY A1 SINDA MODEL				
227	D8450 BUILD SIMPLE A1 TRASYS 8/C MODEL				
228	D8500 RUN A1 TRASYS MODEL FOR 12 & 32 DEGREE SUN ANGLES				

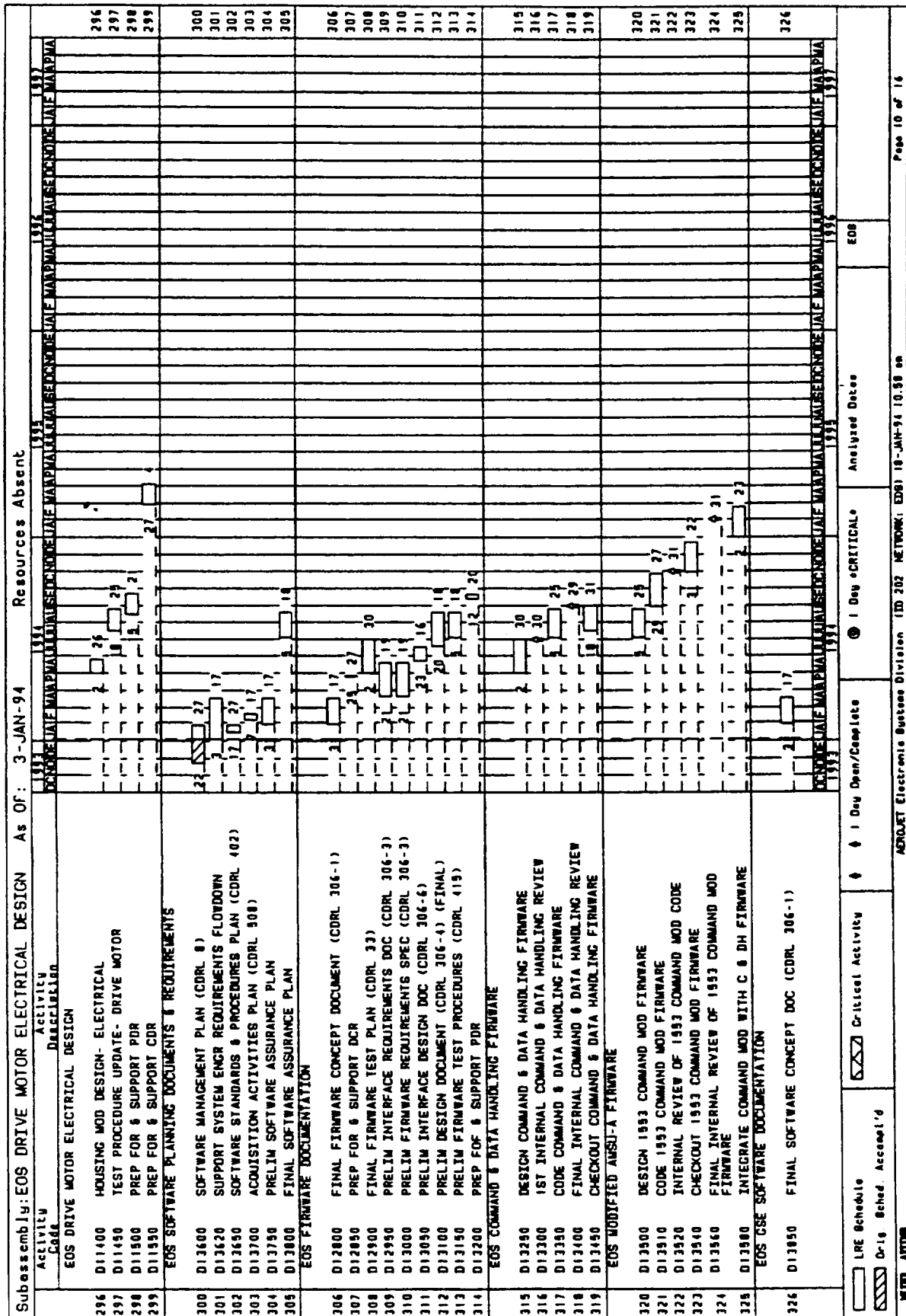
☐ LRE Schedule
☒ On-Is Sched Accompl'd
☐ NOTED ACTION

☒ Critical Activity
☐ Day Open/Complete
☐ Day Critical
☐ Analyzed Dates

ASD/JET Electronic Systems Division, 1202 NETWORK, EDB: 10-JAN-94 10:58 am
 Page 7 of 16

Subassembly: EOS A1 THERMAL ANALYSIS As Of: 3-JAN-94		Resources Absent			
Activity Code	Activity Description	1993	1994	1995	1996
EOS A1 THERMAL ANALYSIS					
229	08550 RUN A1 SINDA MODEL - PREDICT TEMPS FOR HOT & COLD CONDITIONS				
230	08600 A1 DESIGN ITERATIONS - RADIATOR & MLI LOCATIONS				
231	08610 PRE PDR A1 INTERNAL DESIGN REVIEW				
232	08630 PREPARE A1 REDUCED THERMAL MODEL FOR PDR				
233	08700 PREP & DELIVER A1 THERMAL MATH MODEL FOR PDR				
234	08750 PREP FOR & SUPPORT PDR				
235	08800 JUNCTION TEMP ANALYSIS OF THE 3 HIGHEST POWERED A1 CCAS				
236	08850 A1 DESIGN ITERATIONS - RADIATOR & MLI LOCATIONS				
237	08900 PREPARE A1 REDUCED THERMAL MODEL FOR CDR				
238	08950 PREPARE & DELIVER A1 THERMAL MATH MODEL (CDRL 103) FOR CDR				
239	09000 PRE CDR A1 INTERNAL DESIGN REVIEW				
240	09050 PREPARE A1 THERMAL INTERFACE CONTROL DRAWING				
241	09100 PREP FOR & SUPPORT CDR				
EOS A2 THERMAL ANALYSIS					
242	09150 PREP FOR & SUPPORT PROJECT INITIATION MEETING				
243	09200 PREP FOR & SUPPORT CDR				
244	09250 MODIFY A2 SINDA MODEL				
245	09300 BUILD SIMPLE A2 TRASYS S/C MODEL				
246	09350 RUN A2 TRASYS MODEL FOR 12 & 22 DEGREE SUN ANGLES				
247	09400 RUN A2 SINDA MODEL - PREDICT TEMPS FOR HOT & COLD SURVIVAL				
248	09450 A2 DESIGN ITERATIONS - RADIATOR & MLI LOCATIONS				
249	09460 PRE PDR A2 INTERNAL DESIGN REVIEW				
250	09500 PREPARE A2 REDUCED THERMAL MODEL FOR PDR				
251	09550 PREPARE & DELIVER A2 THERMAL MATH MODEL (CDRL 103) FOR PDR				
252	09600 PREP FOR & SUPPORT PDR				
253	09650 JUNCTION TEMP ANALYSIS OF THE 3 HIGHEST POWERED A2 CCAS				
254	09700 A2 DESIGN ITERATIONS - RADIATOR & MLI LOCATIONS				
255	09750 PREPARE A2 REDUCED THERMAL MODEL FOR CDR				
256	09800 PREPARE & DELIVER A2 THERMAL MATH MODEL (CDRL 103) FOR CDR				
257	09850 PRE CDR A2 INTERNAL DESIGN REVIEW				
258	09900 PREPARE A2 THERMAL INTERFACE CONTROL DRAWING				
259	09950 PREP FOR & SUPPORT CDR				
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<input type="checkbox"/> MTD AUTOM		<input type="checkbox"/> Day Critical			
		Analyzed Dates			
		EOB			
		Page 8 of 16			







Subassembly: EOS GSE SOFTWARE - MODIFIED STE		As Of: 3-JAN-94	Resources Absent	
Activity Code	Description	1991	1992	1993
EOS GSE SOFTWARE - MODIFIED STE				
361	CYCLE 2 INPUT MOD - DETERMINE OBJECTIVES - STE			
362	CYCLE 2 INPUT MOD - DETERMINE SUCCESS CRITERIA - STE			
363	CYCLE 2 INPUT MOD - FORMULATE STRATEGY - STE			
364	CYCLE 2 INPUT MOD - 1ST INTERNAL REVIEW - STE			
365	CYCLE 2 INPUT MOD - DEVELOP CODE - STE			
366	CYCLE 2 INPUT MOD - FINAL INTERNAL REVIEW - STE			
367	CYCLE 2 INPUT MOD - VERIFY & VALIDATE CODE - STE			
368	CYCLE 3 COMMAND MOD - DETERMINE OBJECTIVES - STE			
369	CYCLE 3 COMMAND MOD - DETERMINE SUCCESS CRITERIA - STE			
370	CYCLE 3 COMMAND MOD - FORMULATE STRATEGY - STE			
371	CYCLE 3 COMMAND MOD - 1ST INTERNAL REVIEW - STE			
372	CYCLE 3 COMMAND MOD - DEVELOP CODE - STE			
373	CYCLE 3 COMMAND MOD - FINAL INTERNAL REVIEW - STE			
374	CYCLE 3 COMMAND MOD - VERIFY & VALIDATE CODE - STE			
375	CYCLE 4 PLANNING - INTEGRATION - STE			
376	CYCLE 4 INTEGRATION - DETERMINE OBJECTIVES - STE			
377	CYCLE 4 INTEGRATION - DETERMINE SUCCESS CRITERIA - STE			
378	CYCLE 4 INTEGRATION - FORMULATE STRATEGY - STE			
379	CYCLE 4 INTEGRATION - PRE-CODE INTERNAL REVIEW - STE			
380	CYCLE 4 INTEGRATION - DEVELOP CODE - STE			
381	CYCLE 4 INTEGRATION - POST-CODE INTERNAL REVIEW - STE			
382	CYCLE 4 INTEGRATION - VERIFY & VALIDATE CODE - STE			
383	CYCLE 5 DRY RUN TESTING - STE			
384	FORMAL QUALIFICATION TESTING - STE			
EOS GSE SOFTWARE - SPACECRAFT CSTOL WORKSTATION				
385	CYCLE 1 PLANNING - CSTOL WS			
386	CYCLE 2 MENU CONSTRUCTION - DETERMINE OBJECTIVES - CSTOL WS			
387	CYCLE 2 MENU CONSTRUCTION - DETERMINE SUCCESS CRITERIA - CSTOL WS			
388	CYCLE 2 MENU CONSTRUCTION - FORMULATE STRATEGY - CSTOL WS			
389	CYCLE 2 MENU CONSTRUCTION - 1ST INTERNAL REVIEW - CSTOL WS			
390	CYCLE 2 MENU CONSTRUCTION - DEV CODE - CSTOL WS			

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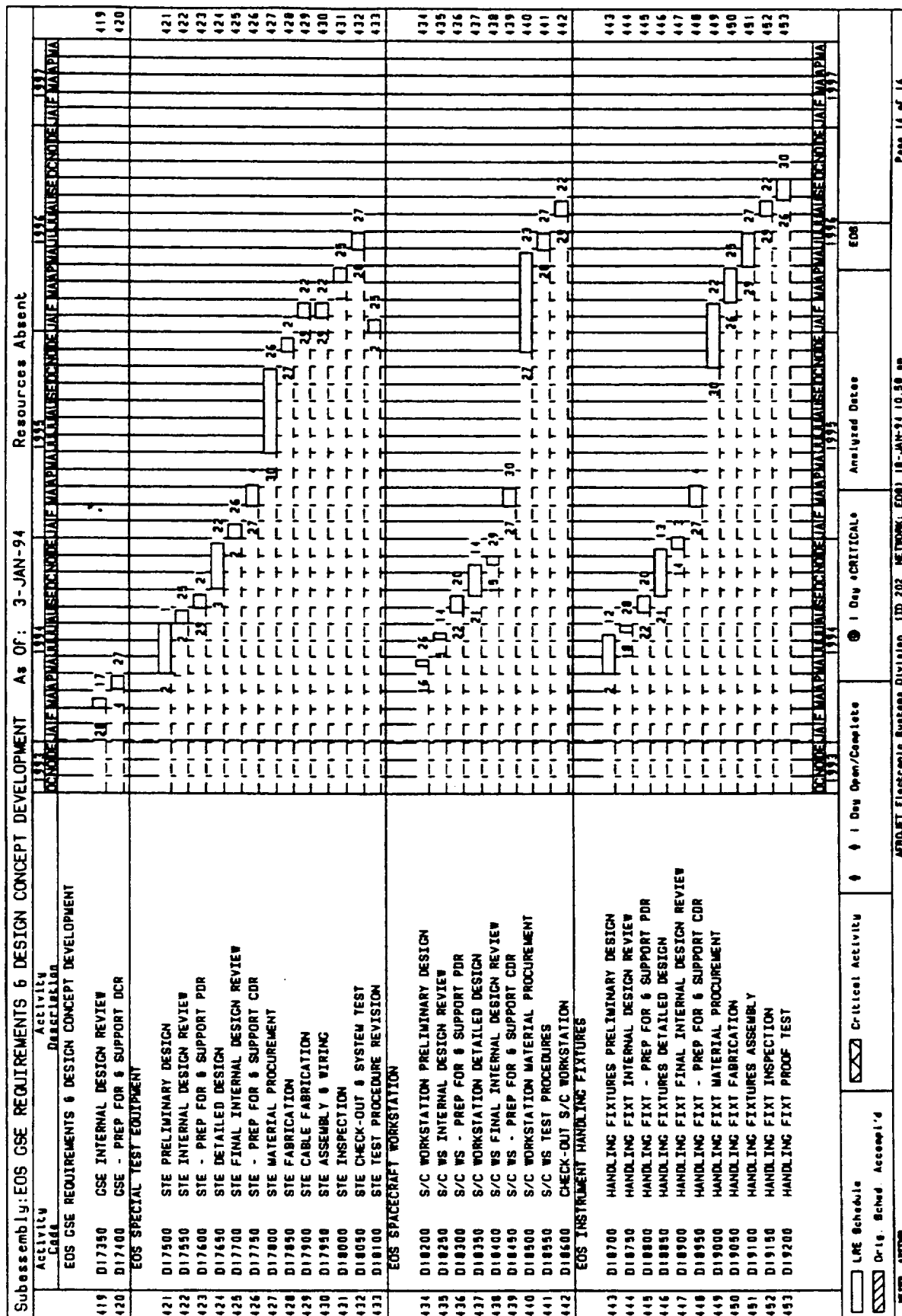
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Activity Code	Activity Description	1993	1994	1995	1996
EOS USE SOFTWARE - SPACECRAFT CSTOL WORKSTATION					
391	D16050 CYCLE 2 MENU CONSTRUCTION - VERIFY & VALIDATE CODE - CSTOL WS				
392	D16100 CYCLE 2 MENU CONSTRUCTION - FINAL INTERNAL REVIEW - CSTOL WS				
393	D16150 CYCLE 3 INPUT TABLE DESIGN - DETERMINE OBJECTIVES - CSTOL WS				
394	D16200 CYCLE 3 INPUT TABLE DESIGN - DETERMINE SUCCESS CRITERIA - CSTOL WS				
395	D16250 CYCLE 3 INPUT TABLE DESIGN - FORMULATE STRATEGY - CSTOL WS				
396	D16300 CYCLE 3 INPUT TABLE DESIGN - 1ST INTERNAL REVIEW - CSTOL WS				
397	D16350 CYCLE 3 INPUT TABLE DESIGN - DEVELOP CODE - CSTOL WS				
398	D16400 CYCLE 3 INPUT TABLE DESIGN - VERIFY & VALIDATE CODE - CSTOL WS				
399	D16450 CYCLE 3 INPUT TABLE DESIGN - FINAL INTERNAL REVIEW - CSTOL WS				
400	D16470 CYCLE 4 PLANNING - INTEGRATION - CSTOL WS				
401	D16490 RECEIVE OASIS/CSTOL FROM COLORADO UNIV - SCHEDULE TBD				
402	D16500 CYCLE 4 INSTALL OASIS/CSTOL				
403	D16550 CYCLE 5 INTEGRATION - DETERMINE OBJECTIVES - CSTOL WS				
404	D16600 CYCLE 5 INTEGRATION - DETERMINE SUCCESS CRITERIA - CSTOL WS				
405	D16650 CYCLE 5 INTEC - FORMULATE STRATEGY - CSTOL WS				
406	D16700 CYCLE 5 INTEGRATION - PRE-CODE INTERNAL REVIEW - CSTOL WS				
407	D16750 CYCLE 5 INTEGRATION - DEVELOP CODE - CSTOL WS				
408	D16800 CYCLE 5 INTEGRATION - VERIFY & VALIDATE CODE - CSTOL WS				
409	D16850 CYCLE 5 INTEGRATION - POST-CODE INTERNAL REVIEW - CSTOL WS				
410	D16900 CYCLE 6 DRY RUN TESTING - CSTOL WS				
411	D16950 FORMAL QUALIFICATION TESTING - CSTOL WS				
EOS USE REQUIREMENTS & DESIGN CONCEPT DEVELOPMENT					
412	D17000 STE TECHNICAL REQUIREMENTS				
413	D17050 CALIB EQUIP TECHNICAL REQUIREMENTS				
414	D17100 MOUNTING TEMPLATE REQUIREMENTS				
415	D17150 WORKSTATION REQUIREMENTS				
416	D17200 HANDLING FIXTURE REQUIREMENTS				
417	D17250 CALIB FIXTURE REQUIREMENTS				
418	D17300 CSE DESIGN CONCEPT				

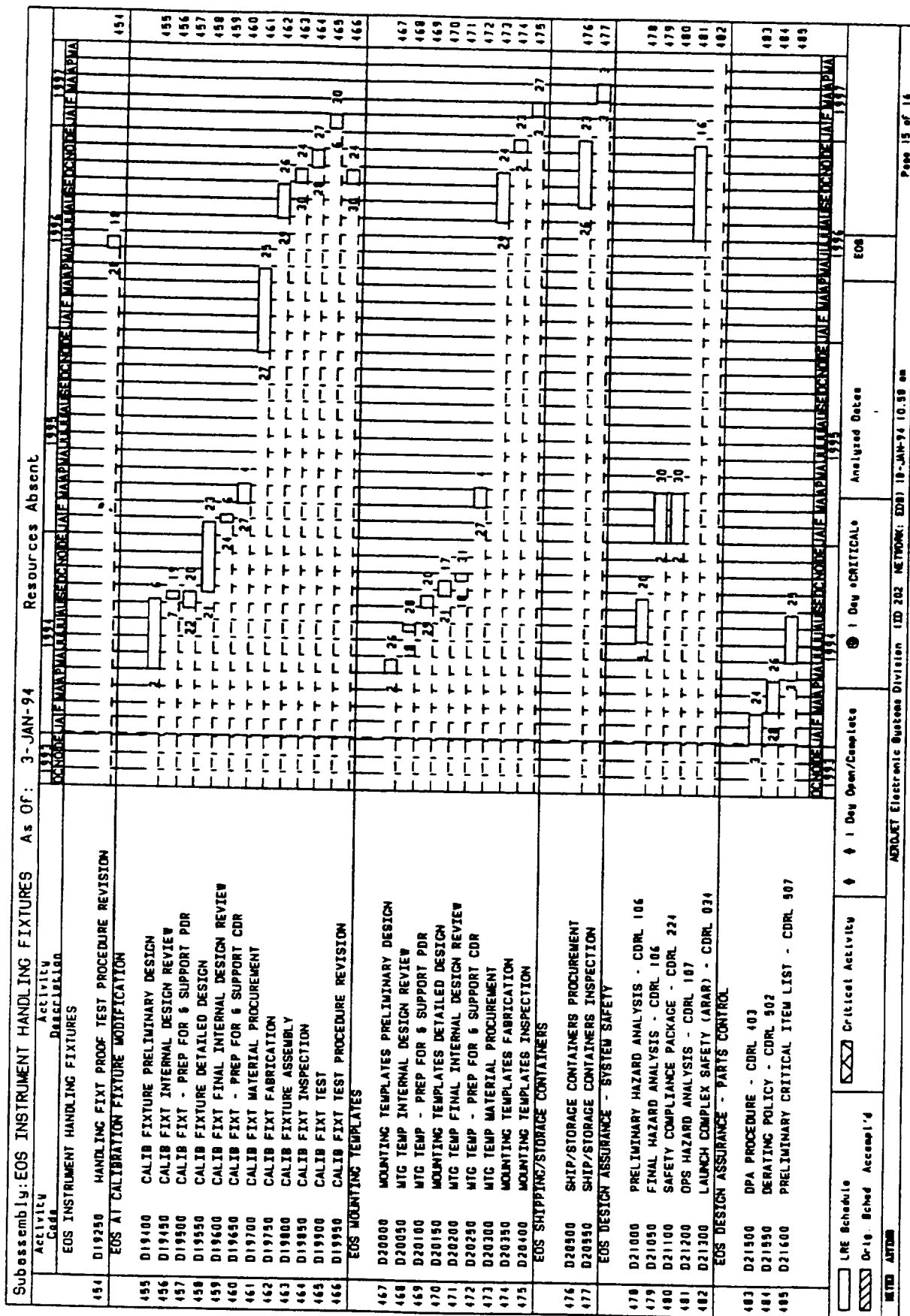
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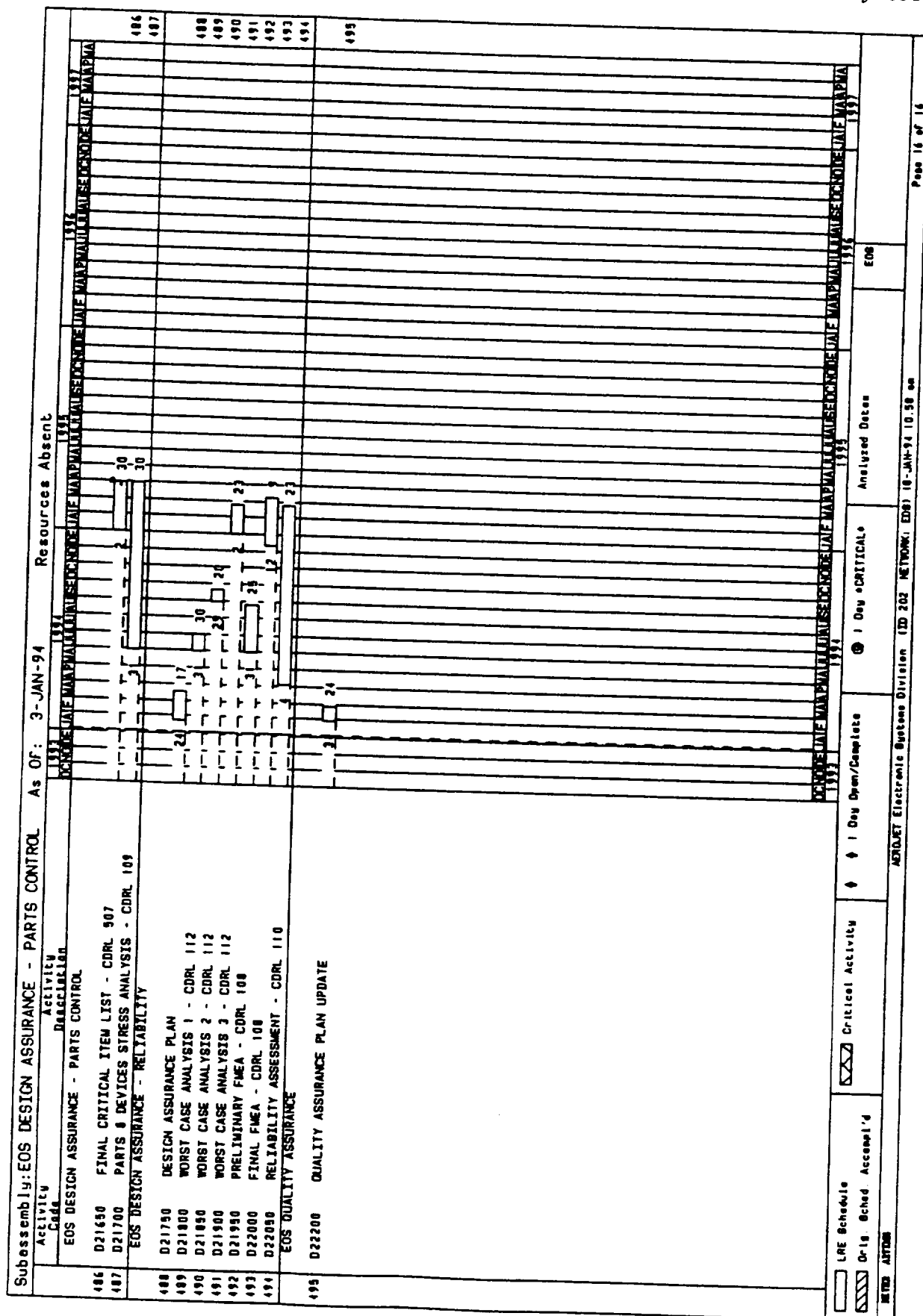
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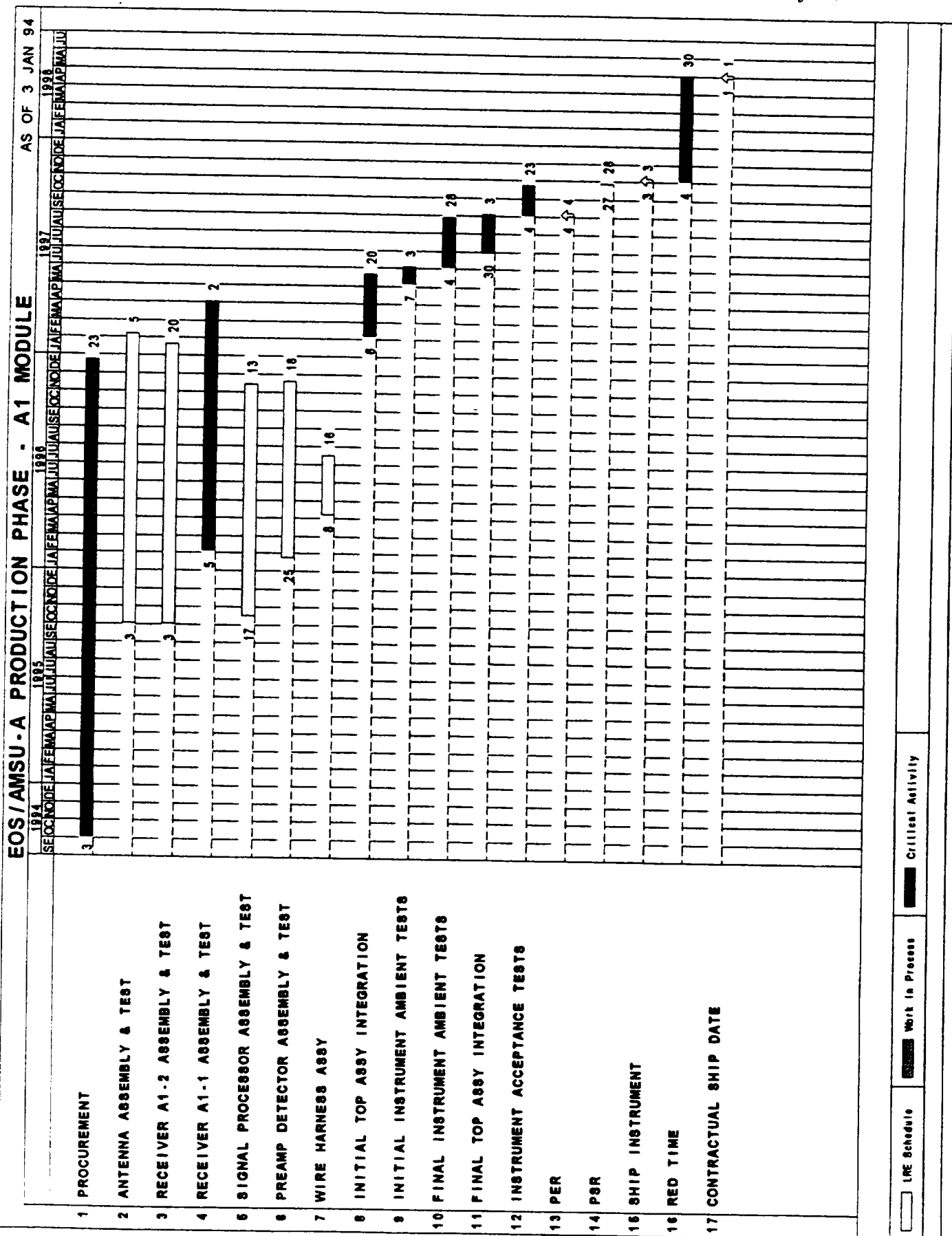
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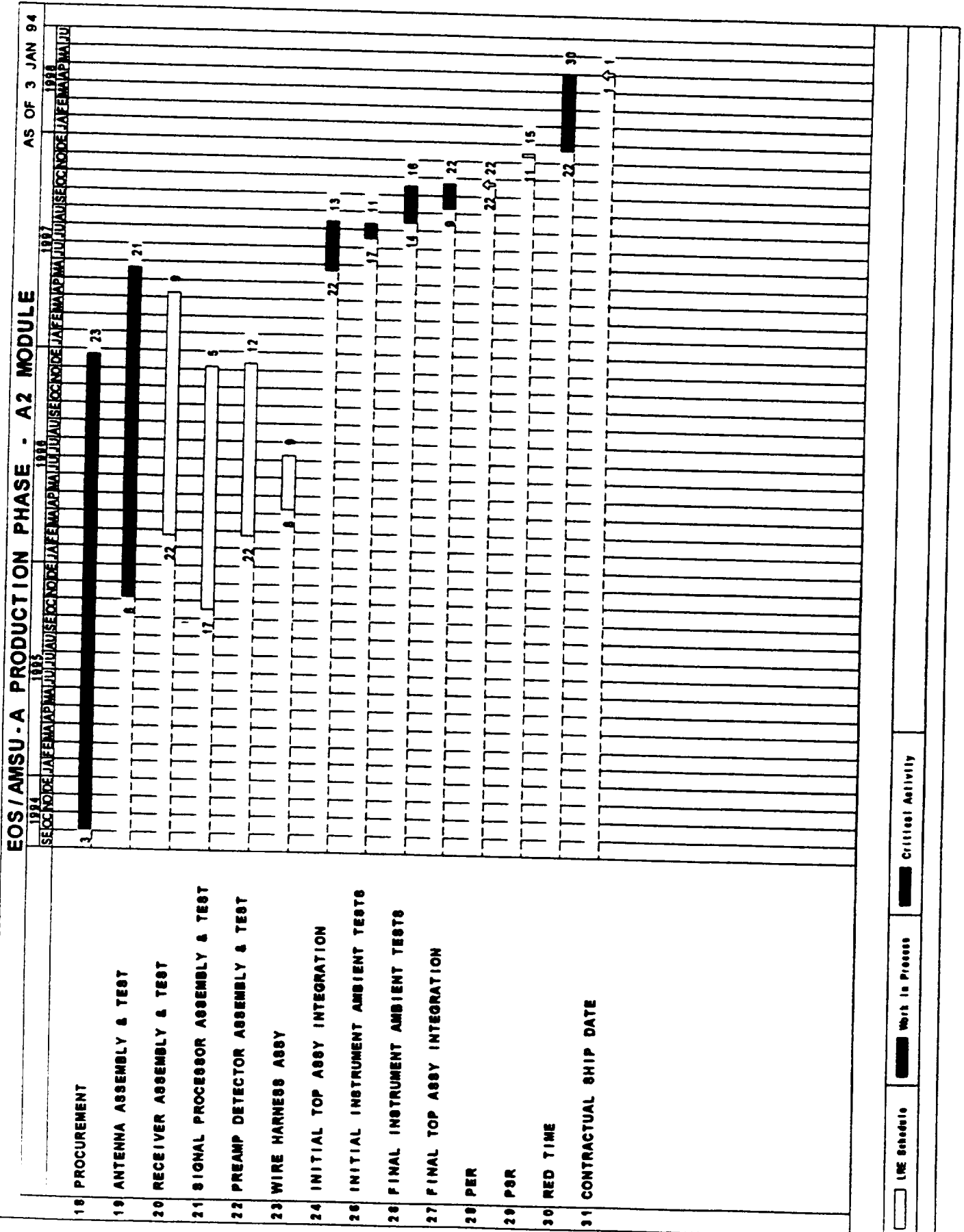




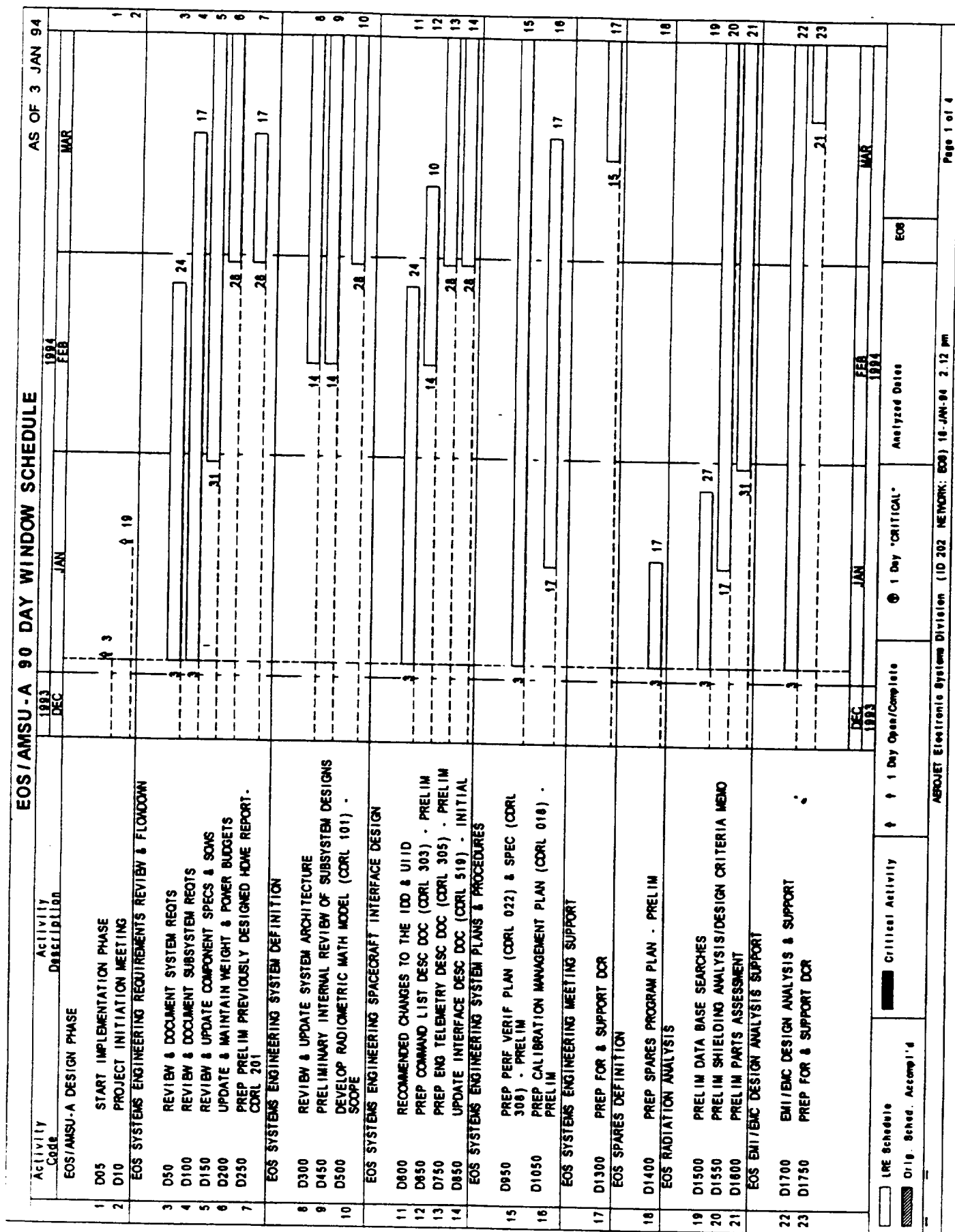


Appendix D
Intermediate Level Production Phase Schedule

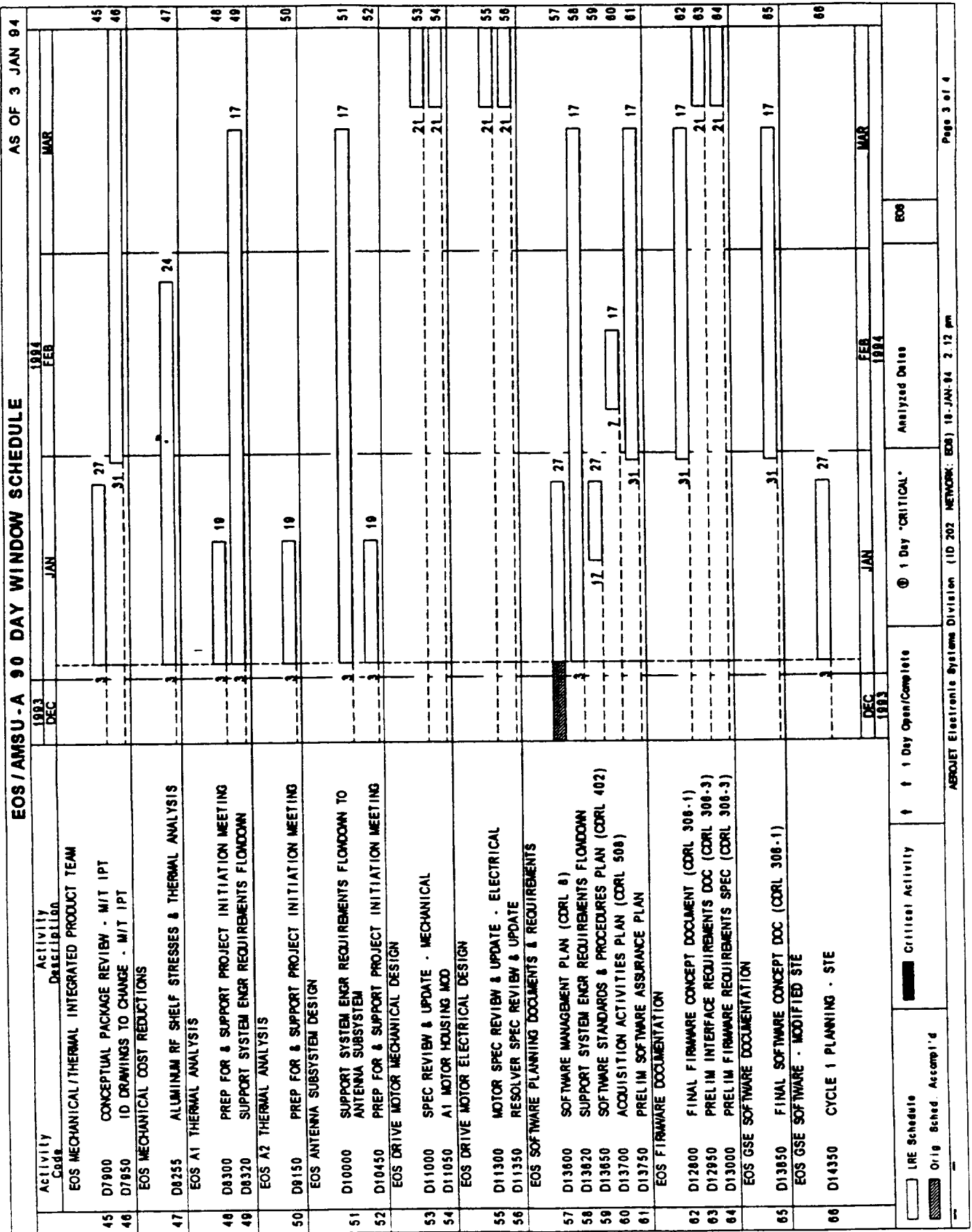


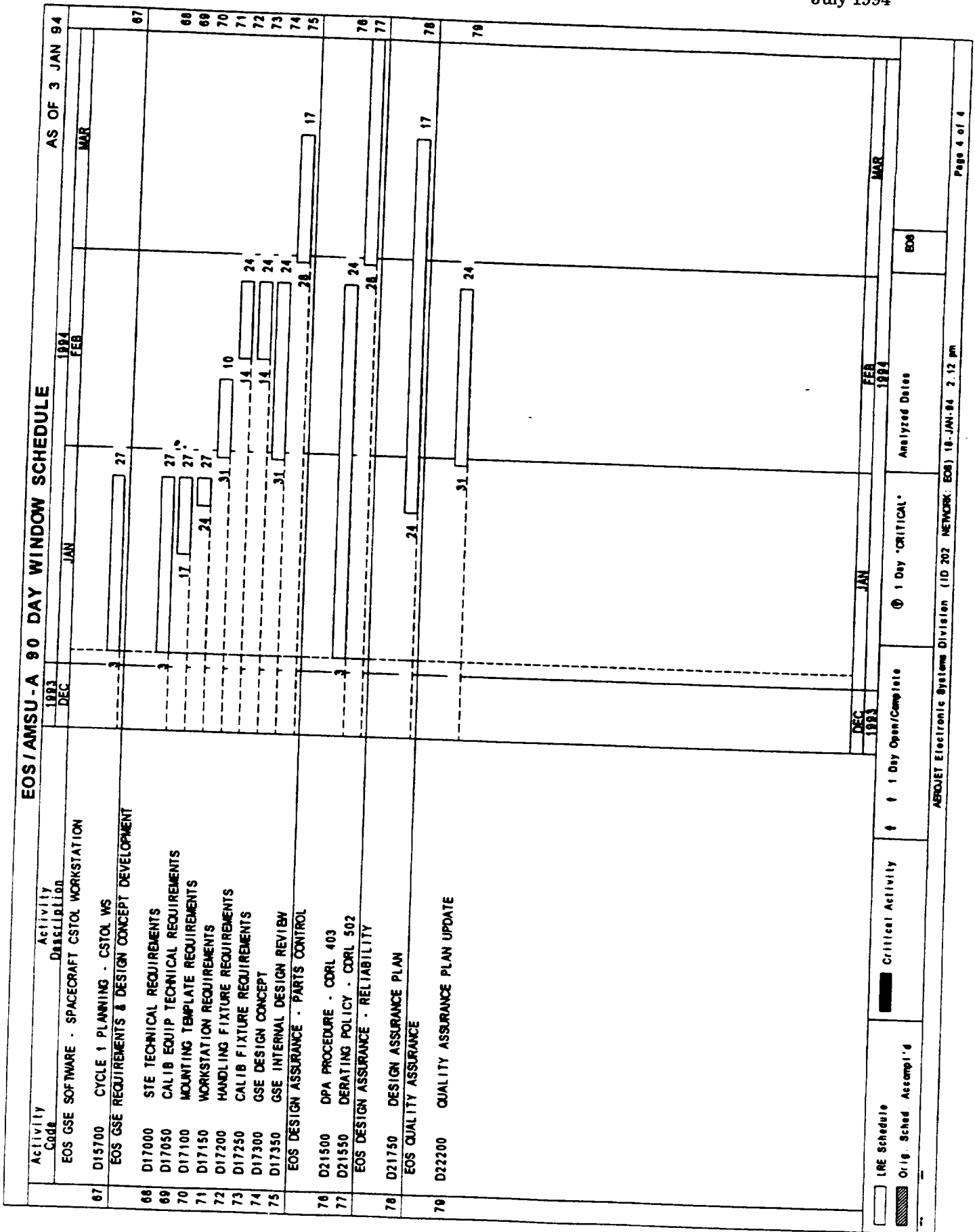


Appendix E
90-Day Window Schedule



EOS/AMSU-A 90 DAY WINDOW SCHEDULE									
Activity Code	Activity Description	1993 DEC	1994 JAN	1994 FEB	1994 MAR	AS OF 3 JAN 94			
24	EOS CONTAMINATION CONTROL								
D2000	ESTABLISH INSTRUMENT CONTAMINATION ALLOWANCES								
D2150	ESTABLISH CONTAMINATION REQ'TS & CONCEPTS FOR BAKEOUT T/V, FAB/ASSY/TEST & FACILITIES								
D2600	ESTABLISH CLEANLINESS VERIFICATION REQ'TS & CONCEPTS								
D2830	SUPPORT SUBCONTRACTOR SPEC REVIEWS & UPDATES								
D2850	PREPARE & ISSUE CONTAM CONTROL PLAN - OUTLINE								
25	EOS RECEIVER SUBSYSTEM								
D3100	SUPPORT SYSTEM ENGR REQUIREMENTS FLOWDOWN TO REC SUBSYS								
D3200	UPDATE COMPONENT SOV & SPEC								
D3400	PREP FOR & SUPPORT PROJECT INITIATION MEETING								
D3450	PREP FOR & SUPPORT DOR								
26	EOS PLO DEVELOPMENT								
D22500	PLO SPECIFICATION								
27	EOS SIGNAL PROCESSOR ASSY - DIGITAL PROCESSING								
D3930	SUPPORT SYSTEM ENGR REQUIREMENTS FLOWDOWN TO SIGNAL PROC. DIGITAL PROC								
D3950	DESIGN & ANALYSIS - DIGITAL PROC								
28	EOS SIGNAL PROCESSOR ASSY - ANALOG PROCESSING								
D4440	SUPPORT SYSTEM ENGR REQUIREMENTS FLOWDOWN - ANALOG PROC								
D4450	DESIGN - ANALOG PROC								
29	EOS POWER SUBSYSTEM - DC/DC CONVERTER								
D4860	DC/DC CONVERTER PROPOSAL EVALUATION								
30	EOS POWER SUBSYSTEM - CONTROL & DISTRIBUTION								
D5060	SUPPORT SYSTEM ENGR REQUIREMENTS FLOWDOWN - PWR CONTROL								
31	EOS A1 MECHANICAL DESIGN								
D6600	PREP FOR & SUPPORT PROJECT INITIATION MEETING								
D6650	REQUIREMENTS FLOWDOWN								
D6700	BOTTOM MOUNT CAD MODEL - A1								
D6750	BOTTOM MOUNT STRESSES - A1								
32	EOS A2 MECHANICAL DESIGN								
D7400	UPDATE 3D CAD MODEL - A2								
33	EOS A2 MECHANICAL DESIGN								
D7400	UPDATE 3D CAD MODEL - A2								
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D7400	UPDATE 3D CAD MODEL - A2								
35	EOS A2 MECHANICAL DESIGN								
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D7400	UPDATE 3D CAD MODEL - A2								







Report Documentation Page

1. Report No.	2. Government Accession No. ---	3. Recipient's Catalog No. ---	
4. Title and Subtitle Earth Observing System/Advanced Microwave Sounding Unit -A (EOS/AMSU-A), Schedule Plan		5. Report Date July 1994	
		6. Performing Organization Code ---	
7. Author(s) Larry Van Riper		8. Performing Organization Report No. 10392A July 1994	
		10. Work Unit No. ---	
9. Performing Organization Name and Address Aerojet 1100 W. Hollyvale Azusa, CA 91702		11. Contract or Grant No. NAS5-32314	
		13. Type of Report and Period Covered Final	
12. Sponsoring Agency Name and Address NASA Goddard Space Flight Center Greenbelt, Maryland 20771		14. Sponsoring Agency Code ---	
15. Supplementary Notes ---			
16. ABSTRACT (Maximum 200 words) This report describes Aerojet's methods and procedures used to control and administer contractual schedules for the EOS/AMSU-A program. Included are the Master, Intermediate, and Detail Schedules, Critical Path Analysis, and the Total/Program Logic Network Diagrams.			
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4. TITLE AND SUBTITLE Earth Observing System/Advanced Microwave Sounding Unit-A (EOS/AMSU-A), Schedule Plan		5. FUNDING NUMBERS NAS 5-32314		
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